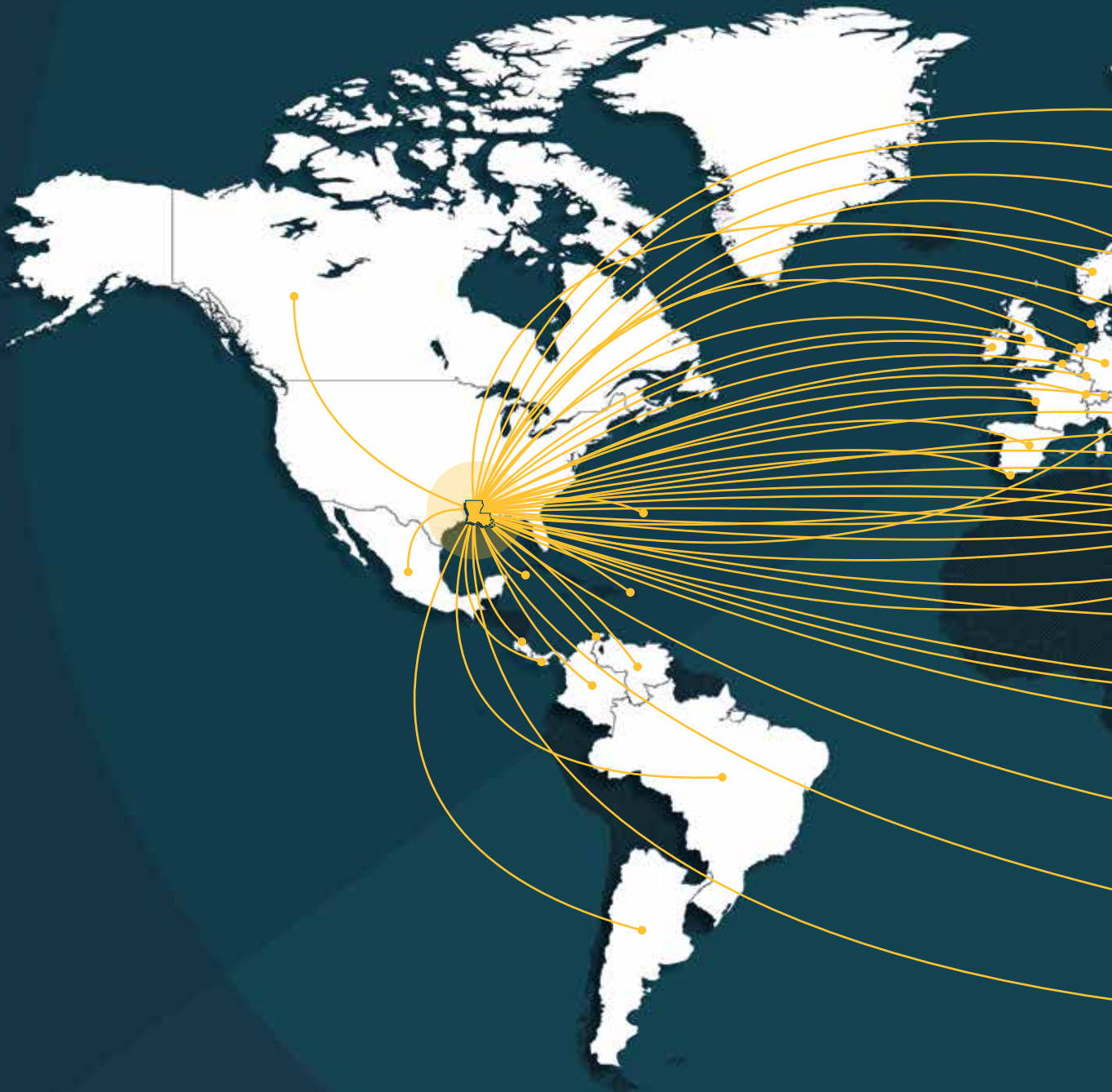




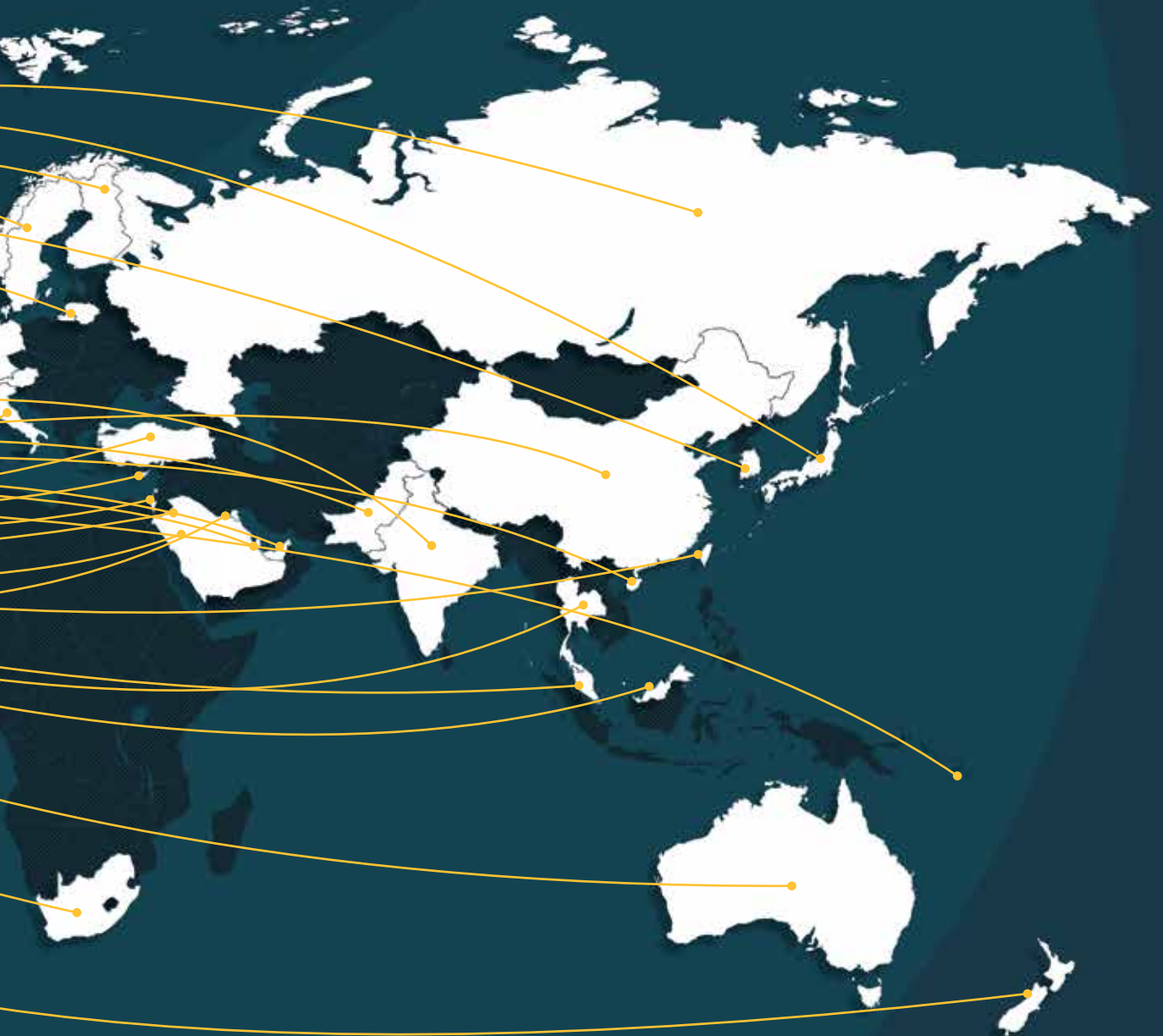
LOUISIANA ECONOMIC QUARTERLY

Q2 2015

# GOING GLOBAL



Source Countries of Investment in Louisiana



# ON THE COVER:

Louisiana has become a U.S. leader in foreign direct investment (FDI) and a key trade and investment destination for international companies. Pictured on the cover are the nations investing in Louisiana.

 Argentina	 Hong Kong	 Pakistan
 Australia	 India	 Panama
 Austria	 Ireland	 Qatar
 Belgium	 Israel	 Russia
 Bermuda	 Italy	 Saudi Arabia
 Brazil	 Japan	 Singapore
 Canada	 Kuwait	 South Africa
 Cayman Islands	 Liechtenstein	 South Korea
 China	 Lithuania	 Spain
 Colombia	 Luxembourg	 Sweden
 Costa Rica	 Malaysia	 Switzerland
 Cyprus	 Marshall Islands	 Taiwan
 Denmark	 Mexico	 Thailand
 Finland	 Netherlands	 Turkey
 France	 Netherlands Antilles	 United Arab Emirates
 Germany	 New Zealand	 United Kingdom
 Gibraltar	 Norway	 Venezuela

# inside EQ

## Economic Update

The State Of Louisiana's Economy

## Innovation In Training

Benteler, Louisiana Team  
Up For Unique Project

## Momentum Louisiana

Companies Say Yes To Louisiana

## Bringing The Heat

Tabasco Delivers Flavor To The World

## Going Global

Louisiana Draws Major Investments  
From Countries Across the Globe

## C4M

Louisiana's Certification For  
Manufacturing Breakthrough

## Instrumental Firm

Orion Shines In The Global Market

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**CONTRIBUTORS:** Jennifer Berthelot, Sara Bongjorni, Rick Dupree, Jeff English, Steven Grissom, Daniel Groft, Larry Henson, Jeff Lynn, Natalie Mault, Lori Melancon, Quentin Messer, Gary Perilloux, Maggie Richardson, Todd Rossnagel, Kelsey Short and Patrick Witty



# letter from Secretary Grissom



When international investors look to Louisiana, they find great business advantages in our state, including a highly developed transportation infrastructure, a competitive business climate, low operating costs, an abundant supply of affordable natural gas and a skilled workforce.

Such advantages have vaulted Louisiana to the No. 2 state in the U.S. for most foreign direct investment since 2008, according to *fDiMarkets*. Methanex of Canada, Yuhuang Chemical of China, Sasol of South Africa, Benteler of Austria and many others are choosing Louisiana for our strategic advantages. We'll look at Louisiana's growing international commerce profile in this issue of *Louisiana Economic Quarterly*.

We'll also explore Louisiana's innovative C4M program, Certification for Manufacturing. LED FastStart® developed the program to boost the capacity of our community colleges as they meet the needs of manufacturers. On another front, FastStart is helping Benteler Steel/Tube transfer its steel engineering expertise from Europe to the regional workforce in Northwest Louisiana.

As Louisiana continues its strong performance in international trade, we'll examine how two very different Louisiana companies – Orion Instruments and Tabasco – are finding great success in exporting their products overseas.

In our EQ&A interview, we'll learn from Eric England how The Port of Caddo-Bossier is playing a transformative role in Louisiana's Northwest Region, and beyond.

Thank you for reading this issue of *EQ* as we explore why Louisiana is America's new frontier for business opportunity.

A handwritten signature in black ink, appearing to read 'Steve Grissom', with a stylized, flowing script.

Steven Grissom, Secretary  
Louisiana Economic Development

# ECONOMIC UPDATE

## LOUISIANA'S ECONOMY

Q2 2015

### BANKING

Total bank equity capital of Louisiana's 135 FDIC-insured reporting institutions was up **57.7 PERCENT** since January 2008, compared to the nation's growth of 31.3 percent. Total assets grew **38.7 PERCENT** since January 2008, compared to the nation's 20.9 percent growth.

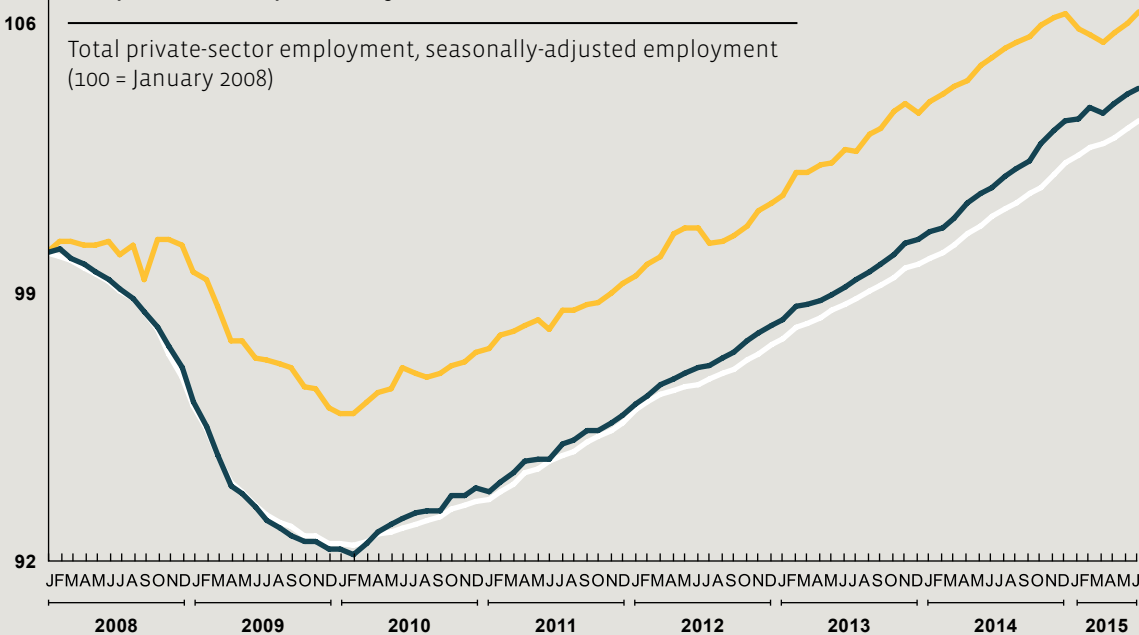


### EMPLOYMENT

Louisiana's private sector employment levels have **OUTPERFORMED** both the South and the nation since 2008.

Louisiana had **6.3 PERCENT** more private sector jobs in June 2015 than it had in January 2008, whereas the South and the U.S. experienced increases of 4.3 percent and 3.4 percent respectively.

- LOUISIANA
- SOUTH
- UNITED STATES



RANKINGS



In its 2014 Top Competitive States, *Site Selection* magazine rated Louisiana’s economic development efforts **NO. 2** in the nation, singling out the state for its record of new and expanded facilities, high capital investment and substantial job creation. This places Louisiana in the top seven for the sixth consecutive year.

*Area Development* magazine awarded Louisiana a **2015 SILVER SHOVEL AWARD** for one of the best economic development performances in the U.S. in the past year, based on 10 of the state’s most significant projects.



Louisiana was ranked **NO. 7** in the *Chief Executive* magazine annual ranking of Best & Worst States for Business, the state’s highest position ever and the greatest improvement of any state in the U.S. over the past seven years.



# INNOVATION IN TRAINING

## Benteler, Louisiana team up for unique project

BENTELER STEEL/  
TUBE'S NEW  
MANUFACTURING  
FACILITY IN LOUISIANA  
REPRESENTS A  
NUMBER OF FIRSTS.

The global manufacturer of precision steel tubes selected a Port of Caddo-Bossier site in Northwest Louisiana for its first U.S. production facility, a \$975 million capital investment with a new workforce that will total 675 jobs. It's one of the biggest manufacturing projects ever in this region of Louisiana.

The project is defined by an innovative approach to workforce development guided by LED FastStart®, the nation's No. 1 state workforce training program. FastStart shaped a sustainable strategy for Benteler that breaks new ground and continues to evolve.

For the project, Louisiana Economic Development offered an incentive package that included the creation of a new \$22 million Center for Advanced Manufacturing and Engineering Technology at nearby Bossier Parish Community College. The center is complete and initially focuses on Benteler's training, followed by future workforce programs for other regional manufacturers. To meet Benteler's objectives, LED FastStart installed training equipment that mirrors machinery used at





The Center for Advanced Manufacturing and Engineering Technology offers training equipment that enables new Benteler workers to be uniquely prepared.

the new Benteler facility, enabling workers to begin work uniquely prepared.

“Highly sophisticated technology requires highly qualified staff. The training center Benteler worked with LED and its FastStart program to build on the campus of the Bossier Parish Community College is a one-of-a-kind steel tube manufacturing training center,” said Patrick Guillaume, senior vice president and project director for Benteler Steel/Tube. “It enables us to provide hands-on training to all of our future operators on the actual equipment they will use in our plant. That is rare and allows us to transfer our German steel engineering and manufacturing expertise to the local workforce in Shreveport. Every new Benteler Steel/Tube employee will be trained in the training center.”

Jeff Lynn, LED executive director of workforce development programs, said Benteler vendors supplied the training equipment, which cuts and finishes large seamless steel tubes. Exported worldwide, the tubes are used in oil and gas transport and exploration, and in power and mechanical applications.

“It’s very, very unique for this industry sector to have the same vintage and same era equipment in a training facility,” Lynn said. “It enables us to create a kind of apprenticeship model commonly seen in Germany.”

Working closely with Benteler, FastStart created the process for recruiting and selecting new employees, Lynn said. FastStart has developed multiple training modules — often using animation and video — that get workers up-to-speed on every aspect of work with Benteler. The modules educate workers on Benteler’s mission and culture, performance objectives, quality, manufacturing processes, equipment safety and more. Long-term, employees can develop skills in different disciplines at the training center, Lynn said.

“It’s not just recruiting and training the new workforce,” he said. “As the needs of our manufacturers change, we want to be sure their workforce continues to advance in knowledge and skill.” **EQ**

# MOMENTUM >>> LOUISIANA

## SHINTECH INC.

100 NEW DIRECT JOBS (335 RETAINED), \$68,500 AVG. SALARY,  
\$1.4 BILLION CAPITAL INVESTMENT

In April 2015, Shintech Inc. announced the company will make a \$1.4 billion capital investment to supply its Iberville and West Baton Rouge parish facilities with new ethylene production capacity. Shintech, a North American subsidiary of Japan-based Shin-Etsu Chemical Co. Ltd., will create 100 new direct jobs while retaining 335 existing jobs, with another 350 contract workers also employed at the company sites in Plaquemine and Addis. Louisiana Economic Development estimates the project will result in 658 new indirect jobs, for a total of more than 750 new jobs in the Capital Region. At peak building activity, the project will generate an estimated 2,100 construction jobs. The world's largest PVC plastics manufacturer, Shintech will be constructing the first ethylene plant built in the U.S. by a Japanese chemical company. To secure the expansion, the State of Louisiana offered Shintech a competitive incentive package that includes a \$5 million performance-based grant to offset the cost of infrastructure improvements at the Plaquemine site, along with a \$5 million Modernization Tax Credit, to be claimed in installments over five years. The company will receive the solutions of LED FastStart® and is expected to utilize the Quality Jobs and Industrial Tax Exemption programs.



## SHINTECH

"We at Shintech are very grateful for the understanding and cooperation of the State of Louisiana in many ways. Without it, we would not have been investing as much as \$4.7 billion in the Louisiana facilities. Shintech and the State of Louisiana have built a wonderful relationship."

**CHIHIRO KANAGAWA**

Founder and Chairman of Shintech Inc.

## MONSTER MOTO

287 NEW DIRECT JOBS, \$46,800 AVG. SALARY, \$4 MILLION CAPITAL INVESTMENT

Announced in April 2015, Monster Moto will establish a headquarters and manufacturing facility in Ruston for the assembly of minibikes, go-carts and other youth-oriented vehicles. The project will include a minimum \$4 million capital investment as part of a public-private development to build a 100,000-square-foot facility housing Monster Moto's operations at the former site of Ruston's municipal airport. In moving its headquarters from the Dallas area and its manufacturing operations from overseas, Monster Moto will create 287 new direct jobs over the next decade. Louisiana Economic Development estimates

the project will result in an additional 292 new indirect jobs. To secure the project, the State of Louisiana offered Monster Moto an incentive package that includes Louisiana's Competitive Projects Payroll Incentive Program. Additionally, the company will receive the comprehensive workforce solutions of LED FastStart and is expected to utilize the state's Industrial Tax Exemption Program.

"We are thrilled to be moving our operations from China and on-shoring American jobs. We are even more thrilled with our new partners, the State of Louisiana and the City of Ruston, who have been incredibly supportive, business-friendly, and deserve a lot credit. Controlling our own factory operation will increase production flexibility, quality control and product innovation, all at an extremely competitive cost."

**ALEXANDER KEECHLE**  
CEO of Monster Moto



## BOISE CASCADE

400 RETAINED JOBS, \$42,500 AVG. SALARY, \$43 MILLION CAPITAL INVESTMENT

In April 2015, Boise Cascade announced the company will upgrade and increase the capacity of its Florien plywood mill located in Louisiana's Northwest Region. Boise Cascade will retain 400 existing jobs at the site, which is one of three major manufacturing sites Boise Cascade operates in Louisiana. With the expansion, the company estimates the project will generate 103 construction jobs at peak building activity. Boise Cascade will replace two dryers and substantially increase its capacity for manufacturing veneer products, with the company also adding log yard storage space and new press equipment that will boost capacity. The company is expected to utilize Louisiana's Industrial Tax Exemption incentive.

"With over 1,150 Louisiana employees and a Louisiana payroll of over \$3.8 million per month, Boise Cascade sees Louisiana as an integral part of the company's future. This investment will enable us to continue to provide great jobs for Louisianians starting almost immediately."

**MIKE BROWN**  
Operations Manager of Boise Cascade Wood Products



**Boise Cascade**

## ADVANCED REFINING TECHNOLOGIES

30 NEW DIRECT JOBS (295 RETAINED),  
\$2.4 MILLION ANNUAL PAYROLL, \$135 MILLION CAPITAL INVESTMENT



In May 2015, W.R. Grace & Co. announced Advanced Refining Technologies® (ART), the company's joint venture with Chevron Products Company, will make a capital investment of \$135 million to build a residue hydroprocessing catalyst production plant and additional alumina capacity at the existing Grace manufacturing facility near Lake Charles. Grace will retain 295 jobs at the site, while ART will create 30 new direct jobs. Louisiana Economic Development estimates another 88 new indirect jobs would result from the project. In addition, 190 construction jobs will be created at peak building

activity. Grace's 120-acre manufacturing site is southwest of Lake Charles. There, the facility produces alumina, sodium silicate, fluid-cracking catalysts, hydroprocessing catalysts and zeolites, a class of hydrated minerals. To secure the project, the State of Louisiana offered a competitive incentive package, including a \$2.4 million Modernization Tax Credit to be claimed over five years. ART also will receive the comprehensive solutions of LED FastStart and is expected to utilize the state's Quality Jobs and Industrial Tax Exemption programs.

"This will be a world-class, world-scale catalysts plant that is responding to the strong global demand for ART's industry-leading products for residue upgrading. Through our longstanding joint venture with Chevron, we are proud to partner with the State of Louisiana to help grow the economy and our business here, and we are grateful for the support."

**FRED FESTA**  
Chairman and CEO of W.R. Grace & Co.

## THERMALDYNE

45 NEW DIRECT JOBS, \$70,000 AVG. SALARY, \$19 MILLION CAPITAL INVESTMENT

In May 2015, Thermalayne announced it will establish the company's first indirect thermal desorption facility in West Baton Rouge Parish. The company will invest \$19 million to develop the facility, which will be located on the Mississippi River near Port Allen. The company will create 45 new direct jobs, and Louisiana Economic Development estimates the project will result in 111 new indirect jobs. Thermalayne's facility will use heat to separate contaminants from solid waste streams — such as soil, sludge or filter cake — received from the petrochemical and oil and gas industries. Through the process, waste that otherwise would go into traditional disposal sites yields byproducts, such as clean oil and biodegradable solids that can be repurposed, including for use as asphalt. The company is expected to utilize the state's Quality Jobs and Industrial Tax Exemption programs.

"Louisiana's proximity to the Gulf of Mexico and the fact that it is a primary oil-producing state made it an ideal location in terms of transportation and opportunity for our flagship facility. Our goal is to utilize the newest and most innovative green technology to safely remediate hazardous waste, such as refinery sludge, so that area businesses can focus on growth rather than waste disposal."

**RANDALL TOLBERT**  
CEO of Thermalayne



## NETCHEX

240 NEW DIRECT JOBS (86 RETAINED),  
\$43,800 AVG. SALARY,  
\$5.3 MILLION CAPITAL INVESTMENT



In June 2015, Netchex announced the company will create 240 new direct jobs and establish a new headquarters facility in Mandeville. Netchex will lease 30,000 square feet of office space for two years, followed by the completion of a new headquarters building. Louisiana Economic Development estimates the project will result in an additional 120 new indirect jobs. Netchex provides a comprehensive suite of Web-based services and the support of payroll services specialists. Since its establishment in 2003, the company has grown into one of the South's largest providers of payroll, human resources, time and attendance, and benefit services, creating the need for an expanded headquarters facility. To secure the project, the State of Louisiana offered a competitive incentive package that includes the services of LED FastStart. Netchex will participate in the state's Digital Interactive Media and Software Development Incentive, and the company is expected to utilize the state's Quality Jobs program.

"The expansion plan includes migrating to a facility to absorb our growth, better manage our business and be reflective of the strong brand we have built. Additionally, this expansion plan serves as a real beacon to promote quality jobs here in St. Tammany Parish. We turned to LED for guidance and support when we recognized that rapid expansion was needed. They were tremendous in fully understanding our priorities and creating a custom package that met all of our needs. No doubt, their ability to leverage competitive state programs cemented our decision to grow Netchex right here in Louisiana."

**WILL BOUDREAUX**  
Founder and CEO of Netchex

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## MONSANTO

95 NEW DIRECT JOBS (645 RETAINED),  
\$76,500 AVG. SALARY,  
\$1 BILLION CAPITAL INVESTMENT



In June 2015, Monsanto announced the company will begin its preliminary investment in an expansion of its St. Charles Parish operations in Luling. Pending a final investment decision in early 2016, Monsanto could invest more than \$1 billion over the course of three to five years to support its Roundup Ready® Xtend Crop System. In addition to retaining 645 current jobs at the site, the project would create 95 new direct jobs. Louisiana Economic Development also estimates the project would result in an additional 450 new indirect jobs in the state. The production of branded crop protection products, including the active ingredient dicamba, at Monsanto's Luling site is expected to play an important role in helping farmers produce better harvests and meet the global demand for food. With initial use in soybean and cotton crops, the Roundup Ready® Xtend Crop System dicamba-based products are targeting application across the Americas.

"We have a long and successful partnership with St. Charles Parish and Louisiana. Our Luling facility is a logical site uniquely positioned at the center of Monsanto's manufacturing network, with convenient access across the Americas where the Roundup Ready® Xtend Crop System has a fit. The state's highly skilled workforce and business-friendly environment also put Louisiana at the top of our list for this potential expansion."

**BRETT BEGEMANN**  
President and Chief Operating Officer of Monsanto

## FIRST BAUXITE CORP.

100 NEW DIRECT JOBS, \$70,000 AVG. SALARY, \$200 MILLION CAPITAL INVESTMENT

Announced in June 2015, First Bauxite Corp. of Canada plans to invest \$200 million to develop a bauxite processing plant on the Mississippi River in St. John the Baptist Parish. The project would create 100 new direct jobs, and Louisiana Economic Development estimates it would result in an additional 117 new indirect jobs. At peak building activity the company estimates the project would generate 150 construction jobs. First Bauxite has concluded a feasibility study calling for the company to mine bauxite — an alumina-based ore — from Guyana, on the northern coast of South America, and ship it to Louisiana. There, the company would use the bauxite to manufacture ceramic proppants for the oil and gas industry. To secure the project, the state offered a competitive incentive package that includes a performance-based grant of \$950,000 to offset the costs of infrastructure improvements, and First Bauxite would receive the comprehensive solutions of LED FastStart®. The company also is expected to utilize the state's Quality Jobs and Industrial Tax Exemption programs.

"Completion of our feasibility study is a significant milestone in the development of our bauxite industrial minerals project. The proposed facility will be located in a region offering competitive infrastructure, energy, labor and market-access."

**ALAN ROUGHEAD**  
President and CEO of First Bauxite Corp.



## INSITU DATA SOLUTIONS INC.

17 NEW DIRECT JOBS, \$46,400 AVG. SALARY



In June 2015, Insitu Data Solutions Inc. (IDSI) announced the company's decision to open a manufacturing and service center in Lafayette to serve global oilfield services customers. IDSI will engineer, manufacture and market next-generation equipment for cased-hole data acquisition. In addition to 17

new direct jobs, Louisiana Economic Development estimates the project will result in another 22 new indirect jobs. The company considered a number of locations for its manufacturing and service operations, including Canada. Lafayette will be home to those operations and will serve as the headquarters for Insitu Data Solutions Americas, a subsidiary of IDSI. To secure the project, the State of Louisiana offered the company a competitive incentive package that includes the comprehensive services of LED FastStart. IDSI also is expected to utilize the Quality Jobs Program.

"In looking for a location to set up IDSA's North American headquarters and facilities, we were introduced to Lafayette. We thought we were coming to visit, but really it was like coming home. The Lafayette community is extremely attractive for new businesses, and we are committed to creating a best-in-class business for all of our activities."

**STEFANO GAETA**  
Managing Director of Insitu Data Solutions Inc.

## E-CLAIM.COM LLC

30% REVENUE INCREASE

Founded in 1999, E-Claim provides technology products and services to the property and casualty insurance claims market. The company's product, ClickClaims, is an SaaS Web application used by insurance carriers and catastrophe responders for property and auto claims and has been customized to meet the needs of niche specialty markets, including marine, product liability and more. E-Claim completed participation in the Economic Gardening Initiative in 2013 and recently participated in Louisiana Economic Development's CEO Roundtable. As a result, the company has improved marketing and lead management processes. E-Claim's client base and market share have grown significantly and its sales pipeline has doubled.



"Economic Gardening provided E-Claim with invaluable business insight and market intelligence, through the participation of well qualified and vetted consultants. As a small company, it is often challenging to understand which resources are most needed, much less where to find and how to pay for such resources. Economic Gardening made readily-available a selection of experts in a variety of areas."

**THOMAS J. BROWN**  
Owner of E-Claim.com LLC







## Few Louisiana brands boast the longevity and widespread international popularity of Tabasco hot sauce, produced by the McIlhenny Company since 1868.

**T**hat year, Edmund McIlhenny harvested his first commercial peppers on Louisiana's Avery Island. The initial crop produced 658 bottles, which McIlhenny sold wholesale to Gulf Coast grocers — particularly in New Orleans — for \$1 each. The sauce's popularity spread across the country in the early years, so McIlhenny began an international expansion in late 1873. Louisiana's renowned cuisine, geographic location and solid infrastructure all played a part in Tabasco's ability to export and cultivate an international market.

Only 140 miles from New Orleans, Avery Island is strategically located near the mouth of the Mississippi River. In the mid-19th century, New Orleans was one of North America's three largest cities, providing ample opportunity for Edmund McIlhenny to work with grocers and retailers from the Southeast.

Once he developed a strong regional base, he expanded to markets across the nation, capitalizing on New Orleans' vast transportation system (boating and rail) to export Tabasco as demand grew. McIlhenny sent his first international shipment to France in December 1873 and followed that with another shipment to England in January 1874. The reception Tabasco received in those markets was very positive, and McIlhenny worked with his sole northeastern agent, Major John C. Henshaw (a former Union officer and distant relative of his mother-in-law), to forge an alliance with one of the nation's largest food distributors, E. C. Hazard and Company of New York City, which enabled the company to expand its reach nationally and globally.

Despite gaining popularity during the early years in England, a proposal to ban Tabasco sauce from Great Britain's House of Commons dining room emerged in 1932 as part of an isolationist "Buy British" campaign. A raging debate resulted in chambers and in the media. Tabasco sauce was subsequently returned to the halls of power, and the altercation is affectionately remembered as the "Tabasco Tempest."

Following the success in England, Tabasco sought additional global markets across Europe in the mid- to late-20th century. The rise of Tex-Mex cuisine in such countries as The Netherlands, France and Italy — emblematic of Europe's increasing acceptance of spicier foods — helped spur international sales in the 1980s and 1990s. Today, Europeans enjoy the entire Tabasco portfolio, with fans across France, Belgium, Holland and the rest of Europe spicing spaghetti, pizza, eggs, soups and dishes like filet American, a version of beef tartare.

Today, Tabasco regularly imports peppers from Latin America to make its famous sauce before using cargo ships from New Orleans to export the finished product to more than 180 countries and territories around the world. **EQ**







# GOING GLOBAL

**Louisiana Draws  
Major Investments  
from Countries  
Across the Globe.**

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Left: Sasol broke ground in March 2015 on an \$8.1 billion ethane cracker complex that will feature six new chemical plants and 500 new direct jobs.

Right: Louisiana is home to five deepwater port districts on the Mississippi River. Pictured is the Port of New Orleans, where port cargo is at a 14-year high.

**D**ownriver from Baton Rouge, Methanex Corp. of Canada is assembling not one, but two massive methanol plants made of components disassembled and shipped from Chile.

Upriver from New Orleans, Yuhuang Chemical Co. Ltd. of China is breaking ground on the first of two major methanol plants, with a third derivatives plant to follow.

Together, the projects will produce more than 4,600 construction jobs and over 3,500 permanent direct and indirect jobs in Louisiana. And together they will make more methanol than the entire U.S. did a generation ago, before production of the chemical commodity moved offshore.

Why two companies, headquartered continents apart, would fix their most significant capital investments — a combined \$3 billion — mere miles apart on opposite banks of the Mississippi River is the stuff of Louisiana's industrial and increasingly international renaissance.

Methanol is but one wave of an international investment tide building in Louisiana.

"We have the infrastructure for international trade, but also the business climate to support it," said Greg Rusovich, chairman of the Louisiana Board of International Commerce. "There is no reason we can't grow into another Singapore or Dubai."



# WHY LOUISIANA

**L**ike many other international investors, Yuhuang Chemical recognized the unbeatable combination of Louisiana's major pipeline, port, rail and highway corridors; the state's access to ample, affordable supplies of natural gas; and the state's ascendancy in business climate rankings as a location with low operating costs and significant workforce and infrastructure advantages.

"Louisiana's strategic advantages are many," Yuhuang Chemical CEO Charlie Yao said. "While the company has long been highly regarded in China as one of its primary contributors to the industry in Asia, this Louisiana operation represents the company's commitment to significance on the world petrochemical platform."

Today, Louisiana ranks No. 1 in export performance among U.S. states, according to the U.S. Chamber of Commerce. It imports more iron and steel than any other state, U.S. Department of Commerce data show. And on a per capita basis, Louisiana ranks No. 1 in the U.S. for attraction of FDI, or foreign direct investment, since 2008.

Louisiana's FDI during that period exceeds \$30 billion, and that investment relies heavily on the vital Mississippi River, a gateway to the Gulf of Mexico and global ports that also provides import access to 38 interior U.S. states.

Yet FDI is reaching other parts of Louisiana in record numbers, too. In Northwest Louisiana, European firm Benteler Steel/Tube is completing the company's first major U.S. manufacturing center, a massive 1.4 million-square-foot complex that will produce seamless steel tubing for oil and gas exploration and production throughout North America. With a capital investment of nearly \$1 billion, Benteler will create 675 new direct jobs at The Port of Caddo-Bossier in Shreveport.

In Southwest Louisiana, global energy firm Sasol Ltd. operates existing chemical manufacturing and research and development centers with 435 employees. In March 2015, the South African company broke ground on an \$8.1 billion ethane cracker complex that will feature six new chemical plants and 500 new direct jobs, result in an

estimated 2,395 new indirect jobs, and generate 5,000 construction jobs.

Foreign direct investment begets more FDI projects: for example, the Sasol project already has leveraged additional capital investment of more than \$120 million, along with 350 construction jobs, from Matheson Tri-Gas Inc. to relocate its industrial gases facility in Lake Charles. Owned by Japan-based Taiyo Nippon Sanso, Matheson Tri-Gas will install cryogenic technology supplied by its parent company at the new site near Sasol.

In April 2015, Japan-based Shin-Etsu announced a \$1.4 billion project through its North American subsidiary, Shintech Inc., to create new ethylene production at Shintech's Iberville Parish facilities southwest of Baton Rouge. As the world's largest PVC plastics manufacturer, Shintech will be building the first ethylene plant by a Japanese chemical company in the U.S. and will increase its total capital investment in Louisiana over the past 15 years to \$4.7 billion.

In Louisiana, international companies find significant workforce advantages. Tapping a highly skilled energy, manufacturing and technology workforce, international firms can gain access to LED FastStart®, the nation's No. 1 state workforce development program. FastStart delivers a highly customized and comprehensive recruitment, training and orientation game plan at no cost to eligible manufacturing and service companies, enabling them to have extremely well-prepared employees from day one of a new operation.

Logistically, Louisiana lies at the heart of what matters most to international investors.

The state is home to one of the largest port complexes in the world, with five deepwater port districts on the Mississippi River and the largest single port by tonnage in the Western Hemisphere (Port of South Louisiana). Louisiana ranks No. 2 in total port throughput in the U.S., with six total deepwater ports handling 28 percent of U.S. bulk cargo.

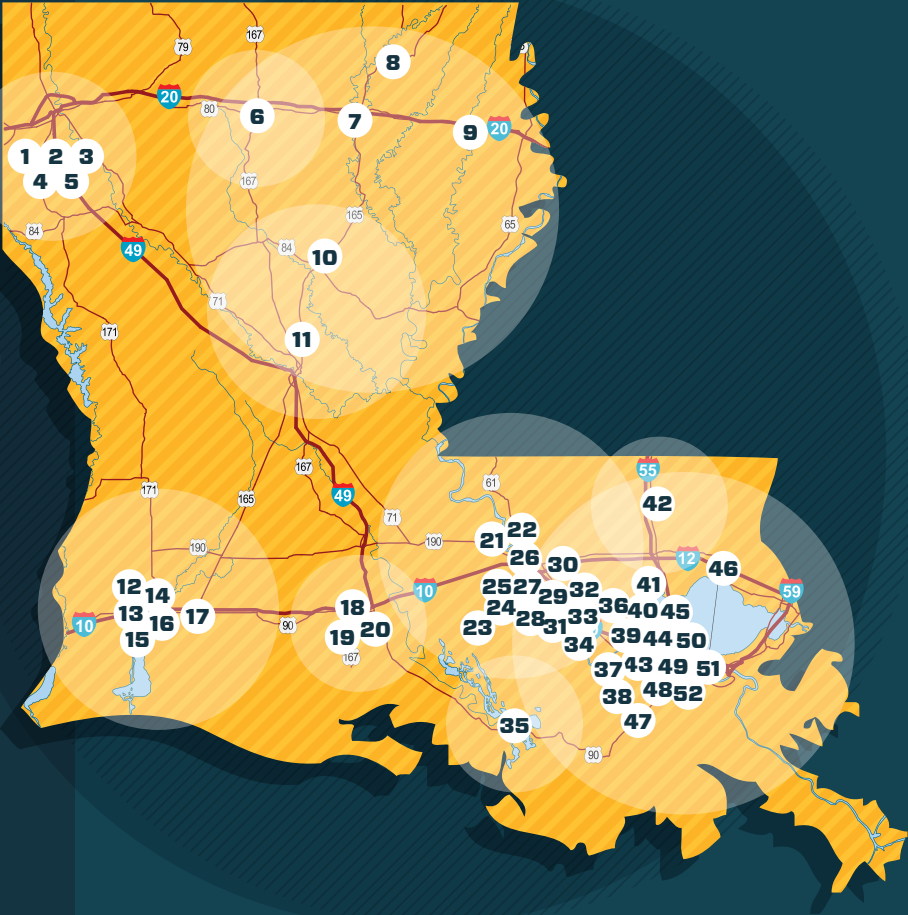
Rails and roadways are other critical assets. Louisiana is one of just two states where all six Class I railroads converge in the U.S., and six major



# Foreign-Owned Company Announcements 2008-2015

interstate highways cross the state. The state's air assets — an international passenger airport in New Orleans, an international aircraft maintenance and repair center in Lake Charles, and seven commercial airports — recently gained new reach when Copa Airlines began direct flights from New Orleans to Panama City, Panama.

Bottom-line benefits for international firms include Louisiana's low operating costs and favorable business climate. Louisiana now ranks in the Top 10 of five national studies of state-level business climates in the U.S.



- |                                                      |                                                              |                                                           |
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| <b>2</b> Dr. Reddy's Laboratories, <i>Shreveport</i> | <b>20</b> Insitu Data Solutions Inc. (IDS), <i>Lafayette</i> | <b>37</b> Yuhuang Chemical, <i>Vacherie</i>               |
| <b>3</b> Schlumberger Ltd., <i>Shreveport</i>        | <b>21</b> Katoen Natie USA, <i>Port Allen</i>                | <b>38</b> Formosa Petrochemical Corp., <i>Vacherie</i>    |
| <b>4</b> Teleperformance, <i>Shreveport</i>          | <b>22</b> Louis Dreyfus Commodities, <i>Port Allen</i>       | <b>39</b> ArcelorMittal, <i>LaPlace</i>                   |
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| <b>6</b> Monster Moto, <i>Ruston</i>                 | <b>24</b> Shintech Louisiana, <i>Plaquemine</i>              | <b>41</b> Kongsberg Maritime, <i>St. Rose</i>             |
| <b>7</b> AKSA USA, <i>West Monroe</i>                | <b>25</b> CB&I, <i>Baton Rouge</i>                           | <b>42</b> Bradken Engineered Products, <i>Amite</i>       |
| <b>8</b> Drax Power, <i>Bastrop</i>                  | <b>26</b> Setpoint Integrated Solutions, <i>Baton Rouge</i>  | <b>43</b> AM Agrigen Industries, <i>Killona</i>           |
| <b>9</b> Sapa Extrusions, <i>Delhi</i>               | <b>27</b> BioUrja Trading LLC, <i>Port Allen</i>             | <b>44</b> Cajo Technologies, <i>New Orleans</i>           |
| <b>10</b> German Pellets, <i>Urania</i>              | <b>28</b> BASF, <i>Geismar</i>                               | <b>45</b> Arkema, <i>Hahnville</i>                        |
| <b>11</b> Investimus Foris, <i>Pollock</i>           | <b>29</b> Methanex Corp., <i>Geismar</i>                     | <b>46</b> Rain CII, <i>Covington</i>                      |
| <b>12</b> Sasol Ltd., <i>Westlake</i>                | <b>30</b> Stixis Technologies, <i>Baton Rouge</i>            | <b>47</b> Virdia (Stora Enso Oyj), <i>Raceland</i>        |
| <b>13</b> Matheson Gas, <i>Lake Charles</i>          | <b>31</b> PCS Nitrogen Fertilizer, <i>Geismar</i>            | <b>48</b> Gameloft, <i>New Orleans</i>                    |
| <b>14</b> Magnolia LNG, <i>Lake Charles</i>          | <b>32</b> Syngenta, <i>St. Gabriel</i>                       | <b>49</b> Motortech Americas, <i>New Orleans</i>          |
| <b>15</b> Indorama Ventures, <i>Lake Charles</i>     | <b>33</b> Taminco Higher Amines Inc., <i>St. Gabriel</i>     | <b>50</b> IT Minerals LLC (Termolita), <i>New Orleans</i> |
| <b>16</b> Rain CII Carbon LLC, <i>Lake Charles</i>   | <b>34</b> Trafigura, <i>Darrow</i>                           | <b>51</b> Dyno Nobel, <i>Waggaman</i>                     |
| <b>17</b> Zagis USA, <i>Lacassine</i>                | <b>35</b> InterMoor, <i>Morgan City</i>                      | <b>52</b> Viking Cruises, <i>New Orleans</i>              |

Latest data available at printing



# KEY COLLABORATIONS

**A**lthough large industrial projects account for a healthy share of capital investment made by offshore firms, Louisiana's international commerce sector includes software and technology operations, financial services, and flexible domestic suppliers who target global customers.

Baton Rouge-based Orion Instruments does business in Russia, Brazil, Nigeria, Oman and nearly 30 other nations where customers order Orion's magnetic-level indicators for industrial processes. Its employees include engineers and sales managers fluent in Cantonese, Mandarin, Vietnamese and German. Roughly 65 percent of its sales are outside the U.S.

"We're all over the world," said Eric Moore, Orion's technical sales and marketing manager. Although the firm is domestic, Orion's success conveys a message state officials want investors around the world to understand: Firms across an array of industries can reach global markets and tap unmatched competitive advantages when they choose Louisiana for their projects.

From a position of strength, Louisiana is implementing a master plan for international commerce that prioritizes the state's trade assets and targets opportunities for job creation in three areas: FDI, bulk cargo and reshoring of international operations.

Aggressive promotion of Louisiana's investment climate and trade growth support could lead to the creation of as many as 75,000 jobs in the state through 2018, according to industry estimates prepared for Louisiana Economic Development.










New trade outreach efforts in China, India and other fast-growing economies center on Louisiana advantages that include flexible incentives and workforce assets, such as collaborations between Louisiana universities and private-sector partners.

CGI of Canada — among the five largest independent IT firms in the world — chose Lafayette in April 2014 for a 400-job innovation center at the 143-acre University of Louisiana at Lafayette (UL Lafayette) Research Park. A cornerstone of the project is a 10-



Left: The nearly \$1 billion Benteler Steel/Tube U.S. manufacturing center broke ground in late 2013 and is expected to be complete by the end of the year.  
Right: Methanex Corp. is relocating two methanol plants from Chile to Geismar, creating 165 new direct jobs.

TOP TEN AVERAGE FDI PER CAPITA

	LOUISIANA	\$6956.5
	NORTH DAKOTA	\$3524.7
	SOUTH CAROLINA	\$3217.9
	ALASKA	\$2759.7
	NEVADA	\$2345.7
	TEXAS	\$2016.1
	ALABAMA	\$1987.6
	TENNESSEE	\$1810.3
	INDIANA	\$1786.4
	KANSAS	\$1722.9

2008-2014

year, \$4.5 million higher education initiative funded by the State of Louisiana and led by UL Lafayette, which will triple the number of undergraduate degrees awarded annually by the university’s School of Computing and Informatics.

The partnership with UL Lafayette is “a groundbreaking model for CGI that can be applied globally while tapping the talent and resources of Louisiana,” said CGI executive Dr. James Peake.

For the Benteler project in Shreveport and the Sasol project in Lake Charles, the state funded advanced manufacturing training centers (approximately \$20 million each) to prepare a next-generation workforce for those major international investments, while also meeting ongoing training needs for other manufacturers in the regions.

Key collaborations are an important part of the mission of the Louisiana Board of International Commerce, led by Rusovich and including port and airport officials, business leaders, regional economic development representatives and public

agency chiefs. Recently, Rusovich joined a Louisiana delegation to Europe that landed new international investment in Louisiana’s renowned tourism sector.

Viking River Cruises cited Louisiana’s “rich history, culture and cuisine” in choosing New Orleans for its first North American river cruises. Viking, which will build six \$100 million vessels for multiday trips along the Mississippi River, will operate from a U.S. homeport at the city’s historic French Quarter.

For Rusovich, an early 2015 meeting in Basel, Switzerland, marked a decisive moment in Louisiana’s changing international commerce outlook.

For decades, on behalf of his business, he had met face-to-face with clients around the world to explain the state’s trade advantages. That day in Switzerland, he watched Louisiana Gov. Bobby Jindal deliver the same message to Viking’s chief executive officer.

Said Rusovich, “To watch him seal the deal, for me, was to watch the moment the state really understood that it can succeed on a global stage.” **EQ**





# C4M

## Louisiana's Certification for Manufacturing breakthrough

**L**ouisiana's industrial boom means tens of thousands of new jobs will become available over the next decade — each requiring a capable and educated employee. A groundbreaking strategy deployed by LED FastStart® — Louisiana's nation-leading workforce development program — is helping a new generation of Louisiana workers seize those thousands of career opportunities.

Certification for Manufacturing, also known as C4M, represents a streamlined path for acquiring foundational skills. The one-semester certification program prepares students in several initial disciplines within the field of manufacturing. Upon completion of the program, graduates interview for positions with local employers or continue their education in a specialty field.

"It's really important to be able to capture young men and women who might be good at a career in manufacturing, but who don't know anything about it yet," said Jeff Lynn, executive director of workforce development programs for Louisiana Economic Development. "This is one of the best things happening in the state of Louisiana. We're using it to build a strong workforce."

In January 2014, two campuses of the Northwest Louisiana Technical College formally adopted the program as part of the college's Industrial Manufacturing Technology curriculum. The program is also offered at Bossier Parish Community College and Central Louisiana Technical Community College, as well as a number of high schools across the state.

"C4M was developed in direct response to the needs of local manufacturers," said Dean Laurie Morrow of Northwest Louisiana Technical College. "We are really pleased to be able to offer this."

The curriculum is taught over 16 weeks and covers the essential skills needed in the contemporary manufacturing environment. Components include: Introduction to Manufacturing (safety, quality, lean manufacturing, teamwork); Tools and Equipment; Automation; and Introduction to Fabrication, Process Technology and Machining. The program incorporates class lectures, laboratory work and independent study.

The program harnesses cutting-edge teaching tools for which FastStart has become famous: All course literature is provided through e-books on iPads or PCs.



“Employers are looking for employees already trained with the necessary advanced skills to be problem-solvers and troubleshooters in a new manufacturing environment involving work with computers, programming and mechatronics,” Morrow said.

After completing the program, students can interview for manufacturing jobs with such industry partners as Alliance Compressors, International Paper, Weyerhaeuser and others. If graduates choose to continue their education, they can fast-track specific industry certifications and enter the workforce just two to three semesters later as millwrights or instrumentation/electrical specialists.

One of the most innovative components of the program, Morrow said, is that graduates leave with an OSHA 30-hour safety certification, along with six hours of credit toward a bachelor of science in engineering technology at a local four-year university. **EQ**

**C4M INCORPORATES CLASS LECTURES, LABORATORY WORK AND INDEPENDENT STUDY TO PREPARE STUDENTS IN SEVERAL INITIAL DISCIPLINES IN THE FIELD OF MANUFACTURING.**

Bossier Parish Community College is one of the many locations across the state offering Certification for Manufacturing, or C4M.







# INSTRUMENTAL FIRM

## ORION SHINES IN THE GLOBAL MARKET

In 2001, Magnetrol International, a leader in the instrumentation industry, launched Orion Instruments in Baton Rouge. The company specializes in custom engineering and manufacturing instrumentation focused on magnetic-level indication (MLI), primarily for the purpose of measuring and controlling liquid levels. Like its constellation namesake, Orion took direct aim at the global market and armed itself with high-quality products and a unique focus on customer service.

From chemical plants and refineries to nuclear power and wastewater applications, Orion's MLIs inhabit a diverse range of industrial facilities. Orion products are built to withstand some of the world's toughest conditions, from Arctic cold and searing deserts to steaming jungles and harsh marine environments. In the past 14 years, Orion Instruments has grown from a small startup to



Orion Instruments specializes in custom engineering and manufacturing instrumentation.



**ORION<sup>®</sup>**  
INSTRUMENTS  
A Magnetrol Company

a leading global brand operating from a new 50,000-square-foot, state-of-the-art facility. Over 65 percent of its sales are overseas, and the company boasts products in use in 32 countries.

“From the beginning, we knew that companies in the global market were looking for a high-quality American product that enhanced facility operations,” said Orion General Manager-Director Don Sanders. “To reach our targets, we decided to travel to where they were, and understand their culture and business model. Then, we brought them here to meet our team in Louisiana and show them how our company does business. Our efforts and attention to detail, along with superior products, helped us win over customers.”

At the same time, management realized the importance of recruiting a globally diverse

## OVER 65 PERCENT OF ORION’S SALES ARE OVERSEAS AND THE COMPANY BOASTS PRODUCTS IN USE IN 32 COUNTRIES.

group of employees to help provide customer service based on different needs for each culture and region. Today, Orion possesses a sales and service team with members who speak seven languages, including Arabic, Hindi, Malaysian, Mandarin, Portuguese, Spanish and Vietnamese.

“It’s not just about having the capacity to convert literature and interpret contracts, although that’s very important, too,” said Craig Carroll, the company’s global sales and marketing manager. “The ability to relate to global customers, understand cultural nuances and communicate effectively is really what’s critical to our success. That’s why we recruit globally and from across the United States, as well as from Louisiana State University’s engineering school here in Baton Rouge, which routinely turns out strong candidates.”

To fuel its growth domestically and internationally, the company has utilized a variety of incentives offered by Louisiana Economic Development, such as the Industrial Tax Exemption and Enterprise Zone programs, and the Research and Development Tax Credit.

“From the beginning, not just after we became successful, LED has been there to offer assistance,” Sanders said. “With their help and incentives, we’ve been able to expedite our growth, hire additional employees and build a new facility. Their partnership has been key to our success.” **EQ**



# EQ & A

## Eric England

One of the nation's fastest growing inland hubs, The Port of Caddo-Bossier represents a key part of Louisiana's statewide transportation network. Four miles south of Shreveport, the port enables companies to move raw materials and finished goods to global markets by ground, water and rail. More than 1,500 people work at the port complex, which is governed by a 9-member Board of Commissioners appointed by the parishes of Caddo and Bossier and the cities of Shreveport and Bossier City and managed by Executive Port Director Eric England and his staff.

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*EQ: Established after 1993, The Port of Caddo-Bossier is a young port that has grown significantly. What attracts investors to the port?*

England: The multimodal transportation network, the sheer size of greenfield land and the opportunities available for existing regional companies to expand all stand out. We're on a 2,300-acre site and have seen \$1.5 billion in improvements. We offer river access, roads, rail and utilities, and the majority of the sites are already zoned for industrial use. It's not often you find that many resources within a site with workforce advantages, affordable cost of living and high quality of life.

*EQ: Benteler Steel/Tube chose your port for its first U.S. production plant after considering 100 potential sites. What has that choice meant for Northwest Louisiana?*

England: It's huge. It's an investment of close to a billion dollars on a 370-acre site at The Port of Caddo-Bossier. It's one of the largest manufacturing projects ever in Northwest Louisiana, and we believe that it will help attract more global investment to the port. The first phase of the project means approximately 500 new direct jobs. An economic study revealed that the project will have a cumulative economic impact of \$16.2 billion in the region.

*EQ: Space is one of your greatest assets. How many tenants call the port home?*

England: We have 17 tenants, including Ronpak, a major manufacturer of printed paper bags. The company had a new facility at The Port of Caddo-Bossier, but recently moved its headquarters here as well. We also have Pratt Industries' paper mill and recycling facility (Pratt is the fifth-largest corrugated box manufacturer in the U.S.) and many other great companies. We have several greenfield sites that are ready for industrial development. They're equipped with roads to sites or boundary lines, and have access to utilities, direct rail or rail spurs and other infrastructure assets, including natural gas, water, electricity and fiber optics.

*EQ: How do you help tenants make the transition to a new or bigger port site?*

England: We have a 33,000-square-foot Regional Commerce Center available to new and existing tenants. Companies can use the RCC for office space as they're completing facilities. It offers multimedia-meeting space for up to 200 participants. It's also a facility where companies can conduct job interviews or vendor fairs. **EQ**




# REGIONAL COMMERCE CENTER



THEPORT

STUDENT BODY-BOOSTER





# CANADA

The historic ties between Canada and Louisiana date back more than three centuries. In the mid-1700s, thousands of Acadians migrated to Louisiana from Nova Scotia, and out of this migration blossomed the Cajun culture that Louisiana is known for today. This rich record of cultural and economic exchange is as important today as ever.

## INVESTMENT TRACK RECORD

Major companies in diverse industries have helped Canada become a leading investor in Louisiana, with Canadian projects accounting for over \$2.29 billion in capital expenditures in Louisiana since 2003. Canadian chemical company Methanex has played a significant role — in July 2012, Methanex announced the relocation of a methanol production plant from Chile to a 225-acre site in Louisiana. Less than a year later, the company announced it would relocate a second plant from Chile to Louisiana. Together, these projects will create 165 new jobs and \$1.1 billion in capital investment.

“Our partnership with Lafayette represents a groundbreaking model for CGI — bringing together the local community to identify opportunities for innovation that can be applied globally, while tapping the talent and resources of Louisiana.”

- DR. JAMES PEAKE  
SENIOR VICE PRESIDENT, CGI FEDERAL

## CASE STUDY

The thriving tech sector in Louisiana also has attracted Canadian companies. In April 2014, CGI announced the selection of Louisiana for the establishment of a technology center that will create 400 direct jobs. Louisiana's highly ranked business climate offered CGI a strong operating environment, and the state not only provided a pipeline of talent for new IT investments, but its airports provided the opportunity for prospective new clients to fly into the region to meet the employees who would create their products.

To facilitate CGI's project in Louisiana, the state offered a \$4.5 million higher education initiative over 10 years to be led by the University of Louisiana at Lafayette. As part of the initiative, the university will triple the number of annual computer science graduates produced by its School of Computing and Informatics. This growth will provide a consistent pipeline of talent for CGI and give company leadership the opportunity to collaborate with faculty and staff to develop curriculum tailored to CGI's projects. Furthermore, CGI will have access to the state's Digital Interactive Media and Software Development Incentive, which has provided value to other software developers in Louisiana.

## TRADE

Trade also plays a key role in strengthening ties between Canada and Louisiana. Canada is Louisiana's third-largest export market, with over \$3.3 billion in Louisiana goods exported there in 2014, an increase of 67 percent since 2010. Louisiana ranks No. 3 in the U.S. in exports of plastics and inorganic chemicals to Canada. Louisiana also imports heavily from Canada — nearly \$2.1 billion of goods in 2014, an increase of nearly 25 percent over 2012.



# CANADA

Les liens historiques entre le Canada et la Louisiane remontent à plus de trois siècles. Au milieu des années 1700, des milliers d'Acadiens ont migré de la Nouvelle-Écosse en Louisiane, et cette migration a donné naissance à la culture cajun pour laquelle la Louisiane est connue aujourd'hui. Les riches échanges culturels et économiques revêtent aujourd'hui la même importance.

## INVESTISSEMENTS

Dans diverses industries, des entreprises majeures ont aidé le Canada à devenir un investisseur de premier plan en Louisiane. En effet, depuis 2003, les projets canadiens en Louisiane se chiffrent à plus de 2,29 milliards de dollars de dépenses en capital. Une société canadienne de produits chimiques, Methanex, a joué un rôle important : en juillet 2012, Methanex a annoncé la relocalisation d'une usine de méthanol du Chili à un site de 91 ha en Louisiane. Moins d'un an plus tard, la société faisait part du déplacement d'une deuxième usine du Chili vers la Louisiane. Ces deux projets créeront ensemble 165 nouveaux emplois et 1,1 milliard de dollars d'investissement en capital.

## ÉTUDE DE CAS

Le secteur florissant de la technologie a également attiré des entreprises canadiennes en Louisiane. En avril 2014, CGI a annoncé avoir choisi la Louisiane pour établir un centre technologique qui créera 400 emplois directs. Le climat des affaires de la

Louisiane, hautement prisé, offrait à CGI un fort environnement opérationnel, tandis que l'État fournissait non seulement un réservoir de talents pour de nouveaux investissements en IT, mais grâce à ses aéroports de nouveaux clients potentiels avaient la possibilité de se rendre en avion dans la région pour rencontrer les employés qui créeraient leurs produits.


Afin de faciliter le projet de CGI en Louisiane, l'État a proposé 4,5 millions de dollars sur dix ans pour une initiative gérée par l'Université de Louisiane, à Lafayette. Grâce à cette initiative, l'université triplera le nombre annuel de diplômés en science informatique de sa faculté « Computing and Informatics ». Cette croissance fournira à CGI un approvisionnement constant en talents et donnera à la direction de la société la possibilité de collaborer avec la faculté et le personnel pour développer des cours adaptés aux projets de CGI. De plus, CGI aura accès au « Digital Interactive Media and Software Development Incentive » de l'État, qui a prouvé sa valeur à d'autres concepteurs de logiciels en Louisiane.

« Notre partenariat avec Lafayette représente un partenariat public-privé novateur pour CGI : rassembler la communauté locale afin de trouver des possibilités d'innovation qui peuvent s'appliquer internationalement, tout en faire valoir le talent et les ressources de la Louisiane. »

**- DR JAMES PEAKE**  
VICE-PRÉSIDENT PRINCIPAL, CGI FEDERAL

## COMMERCE

Le commerce a également joué un rôle clé pour renforcer les liens entre le Canada et la Louisiane. Le Canada est le troisième plus important marché d'exportation de la Louisiane, plus de 3,3 milliards de dollars de marchandise ayant été exportée en 2014, soit une augmentation de 67 pour cent depuis 2010. La Louisiane se place au troisième rang dans les exportations de plastique et de produits chimiques inorganiques des États-Unis vers le Canada. La Louisiane importe également fortement du Canada – près de 2,1 milliards de marchandises en 2014, une augmentation de quelque 25 pour cent par rapport à 2012.



# CHINA

With trade representatives in Shanghai and Beijing, recent investments by companies like Shandong Yuhuang Chemical Co. Ltd., and strong trade and cultural ties to China, Louisiana is positioned to become a major destination for Chinese foreign investment.

## CASE STUDY

In July 2014, Louisiana secured Shandong Yuhuang Chemical Company's \$1.85 billion (¥11.3 billion) investment in a methanol manufacturing complex on the Mississippi River — one of the largest Chinese FDI investments ever in the U.S.

The project by Yuhuang Chemical Inc., a subsidiary of Shandong Yuhuang Chemical Co. Ltd., represents the first major foreign direct investment by a People's Republic of China firm in Louisiana. After the first methanol plant is completed, the company will build a second methanol plant and reach an annual capacity of 3 million metric tons per annum of methanol. A third phase will include a methanol derivatives plant that will produce intermediate chemicals. Most of the project's methanol will take advantage of Louisiana's unrivaled port system and be exported by oceangoing vessels for use in the parent company's production of downstream chemicals in China. To secure the project, Louisiana offered the company a competitive incentive package that includes two performance-based grants. In addition, the company will receive the comprehensive workforce solutions of LED FastStart® and is expected to utilize the state's Quality Jobs and Industrial Tax Exemption programs.

## TRADE

It's difficult to overstate the importance of Louisiana's unrivaled port system to the state's commercial relationship with China. China stands as Louisiana's top export market, with over \$8.6 billion in exports in 2014 — more than tripling since 2007. This volume ranks Louisiana No. 4 among U.S. states in exports to China, accounting for a roughly 7 percent share of all U.S. exports to China. Louisiana is No. 1 in the U.S. in exports to

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“This Louisiana operation represents the company's commitment to significance on the world petrochemical platform. Louisiana was the right choice for our company to locate our first operation in the United States.”

- CHARLIE YAO  
CEO, YUHUANG CHEMICAL, INC.

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China of grains, seeds and fruits; No. 2 in copper; No. 2 in organic chemicals; No. 2 in ores; and No. 3 in cereals. Louisiana also imported \$1.3 billion worth of goods in 2014 from China.

## CULTURE

The 100,000 Strong Foundation, founded with the support of the Chinese and United States governments, recently helped launch the Advance Louisiana program in partnership with the Confucius Institute at Xavier University of Louisiana. This program, the first of its kind in the U.S., aims to strengthen China-U.S. ties by promoting the study of Chinese language and culture. The program joins others, such as the Academy of Chinese Studies in New Orleans and Louisiana State University's Emerging Markets Initiative, in fostering connections with China.

**中国（中文）** 在中国上海和北京驻有贸易代表，最近更有来自山东玉皇化工公司等公司的投资，以及与中国保持紧密的贸易和文化联系，这些都让美国路易斯安那州成为中国对外投资的主要目的地。

案例研究

2014 年 7 月，路易斯安那州获得山东玉皇化工公司对密西西比河上的一座甲醇生产实体的 18.5 亿美元（113 亿人民币）投资，这是发生在美国的最大一宗中国对外直接投资。

该项目由山东玉皇化工有限公司的子公司玉皇化工（美国）公司运作，是由一家中华人民共和国公司在路易斯安那州进行的第一宗大型外国直接投资。第一座甲醇厂建成后，公司将建设第二座甲醇厂，达到每年 300 万公吨的甲醇生产能力。第三期将包括一座产生中间化学品的甲醇衍生品厂。该项目的大部分甲醇将利用路易斯安那州的无可匹敌的港口系统，由远洋船只出口，用于母公司在中国生产下游化学品。为确保该项目，路易斯安那州为公司提供了一套富有竞争力的激励方案，其中包括两笔基于绩效的赠款。此外，公司将获得 LED FastStart® 综合人力资源解决方案，并有望利用本州的“优质就业机会” (Quality Jobs) 以及“工业免税” (Industrial Tax Exemption) 计划。

贸易

路易斯安那州的无可匹敌的港口系统对于该州与中国的商业关系所体现的重要性，怎么形容都不会言过其实的。中国是路易斯安那州最大的出口市场，2014 年出口额超过 86 亿美元，自 2007 年以来增加了两倍多。该出口额让路易斯安那州位居美国对华出口各州第四，占美国对华出口总额约 7%。路易斯安那州位居美国各州对华粮食、种子和水果出口第一，铜出口第二，有机化学品出口第二，矿石出口第二，谷类食品出口第三。2014 年，路易斯安那州立还从中国进口了价值 13 亿美元的商品。

“在路易斯安那州运作，代表着我们对世界石化平台重要性的承诺。公司将我们在美国的第一座设施建在路易斯安那州，是正确的选择。”

— 姚超良，  
玉皇化工（美国）公司首席执行官

文化

最近，在中美两国政府建立的“十万人留学中国计划基金会” (100,000 Strong Foundation) 帮助下，与路易斯安那泽维尔大学孔子学院 (Confucius Institute at Xavier University of Louisiana) 合作，启动了“推进路易斯安那州” (Advance Louisiana) 计划。该计划是美国此类计划中的第一个，旨在促进中国语言和文化研究，加强中美关系。除此之外，纽奥良中文学校 (Academy of Chinese Studies in New Orleans) 以及路易斯安那州立大学新兴市场倡议 (Louisiana State University’s Emerging Markets Initiative) 等单位也一道促进与中国的联系。

# GERMANY, AUSTRIA & SWITZERLAND

Germany, Austria and Switzerland's deep connections to Louisiana are evidenced by the more than 370,000 Louisianans who claim ancestry from that region and by those countries' long track record of foreign direct investment in the state.

## INVESTMENT TRACK RECORD

Germany ranks second among all nations in the number of projects completed in Louisiana, with approximately 14 projects since 2003. Among those projects, Germany's BASF announced in September of 2013 that it will build a polyurethanes blending facility in Louisiana — the company's fourth major expansion in as many years. Since 2009, BASF's expansions have yielded more than 600 new direct and indirect jobs in Louisiana and more than \$350 million in new capital investment.

## CASE STUDY

Benteler Group, a 139-year-old Austria-based company, also has invested heavily in Louisiana. In

2011, Louisiana officials helped Benteler identify an ideal location for its proposed hot-rolling tube mill at The Port of Caddo-Bossier in Northwest Louisiana. This strategic location allowed Benteler to ship products easily to regions along the river. In addition to this site, the state's local partners agreed to contribute a combined \$11.6 million for all infrastructure improvements to support the new facility at the port. To address the company's crucial workforce needs, the state offered the services of LED FastStart® — the No. 1 state workforce training program in the country — to guide construction of a new training facility to support a pipeline of talent for Benteler and other regional manufacturers. Louisiana Economic Development's customized package for the steel/tube division of Benteler also included several performance-based grants to reimburse site development, infrastructure and equipment costs incurred by the port and the company during the first years of construction.

## TRADE

Louisiana's strength in trade has complemented — and, at times, directly facilitated — these investments. Germany accounted for over \$1.75 billion in total trade with Louisiana in 2014. Louisiana exported \$953.5 million worth of goods to Germany in 2014. Louisiana exports almost 30 times as much grain and fruit to Germany as the next state, and Louisiana is second among states in exports of mineral fuel and oils. Furthermore, Louisiana imports a great deal from Germany: over \$797 million worth of goods in 2014, a 44 percent increase over 2012.

“By removing obstacles, reducing bureaucracy, providing meaningful support and eliminating roadblocks, Louisiana officials at all levels convinced us that this state is the ideal location for our production facility.”

**- MATTHIAS JAEGER**  
CEO AND PRESIDENT, BENTELER STEEL/TUBE

# DEUTSCHLAND, ÖSTERREICH UND SCHWEIZ

Die engen Verbindungen zwischen Deutschland, Österreich und der Schweiz mit Louisiana erklären sich schon dadurch, dass über 370.000 Einwohner Louisianas deutschsprachige Vorfahren haben. Ebenso investieren Deutschland, Österreich und die Schweiz bereits seit langer Zeit direkt in Louisiana.

## INVESTITIONS- ERFOLGSGESCHICHTEN

Zahlreiche international aktive Firmen unterschiedlicher Industriebranchen haben Louisiana zu einem erfolgreichen Standort gemacht. Im Ländervergleich rangiert dabei Deutschland an zweiter Stelle – mit 14 Projekten seit 2003. Zum Beispiel hat die deutsche BASF SE im September 2013 angekündigt, in Louisiana ein Werk für Polyurethan-Composites zu bauen – das vierte große Expansionsprojekt des Unternehmens in vier Jahren. Seit 2009 wurden durch BASFs Expansionen in Louisiana über 600 neue direkte und indirekte Arbeitsplätze geschaffen und über 350 Mio. US-Dollar neu investiert.

## FALLSTUDIE

Die Benteler Group, ein 139 Jahre altes, in Österreich ansässiges Unternehmen, investiert ebenfalls intensiv in Louisiana. 2011 begleiteten Louisiana's Wirtschaftsförderungs-Behörden Benteler dabei, den idealen Standort für sein geplantes Warmrohrwerk zu finden: The Port of Caddo-Bossier

„Behördenvertreter Louisianas aller Ebenen halfen uns, Hindernisse zu überwinden, reduzierten den bürokratischen Aufwand und boten uns wirkliche Unterstützung. All das hat uns davon überzeugt, dass dieser Staat der ideale Standort für unsere Produktionsanlage ist.“

**- MATTHIAS JÄGER**

CEO UND PRESIDENT, BENTELER STEEL/TUBE

in Northwest-Louisiana. Dessen strategisch günstige Lage ermöglicht es Benteler, Kunden entlang des Mississippi problemlos mit seinen Produkten zu beliefern. Ergänzend haben die lokalen Partner des Staates zugestimmt, insgesamt 11,6 Mio. US-Dollar für Infrastruktur-Verbesserungen beizusteuern, die das neue Werk am Hafen unterstützen.

Bezüglich der hohen Anforderungen des Unternehmens an die Qualifikation seiner Mitarbeiter, bietet Louisiana der neuen Benteler-Niederlassung die Leistungen von LED FastStart® an – des führenden staatlichen Arbeitskräfte-Schulungs-programms der USA. Das Programm leitet die Errichtung einer neuen Schuleinrichtung, die Talente für Benteler und andere Hersteller der Region qualifiziert ausbildet und fördert. Das massgeschneiderte Paket des Louisiana Economic Development für die Stahlrohr-Division Bentelers umfasst zudem verschiedene leistungsbasierte Zuschüsse zur Erstattung von Standortentwicklungs-, Infrastruktur- und Anlagenkosten, die dem Hafen und dem Unternehmen in den ersten Jahren des Baus entstehen.

## HANDEL

Louisianas Wirtschaftsstärke hat diese Investitionen unterstützt oder direkt gefördert. Das Gesamthandelsvolumen zwischen Deutschland und Louisiana belief sich 2014 auf über 1,75 Mrd. US-Dollar. 2014 exportierte Louisiana Waren im Wert von 953,5 Mio. US-Dollar nach Deutschland. Der Staat exportierte dabei fast 30 Mal so viel Getreide und anderer Agrarprodukte nach Deutschland wie der nächstfolgende im Ranking. Beim Export von mineralischen Brennstoffen und Mineralöl belegte Louisiana unter den US-Bundesstaaten den zweiten Rang. Gegengleich importiert Louisiana viel aus Deutschland: 2014 wurden Waren für über 797 Mio. US-Dollar eingeführt – ein Anstieg von 44 Prozent gegenüber 2012.





# INDIA

With Louisiana projects as diverse as pharmaceuticals, information technology and energy, India has become a major investor in the state's economy. Louisiana's skilled workforce, the state's commitment to education and university partnerships, and the state's world-class incentives (including LED FastStart® and the Digital Interactive Media and Software Development Incentive) have made U.S. market entry attractive for Indian companies.

## INVESTMENT TRACK RECORD

In October 2014, Louisiana secured Bangalore-based Stixis Technologies' software center, which will support more than 450 jobs in the Capital Region surrounding Baton Rouge. In Northwest Louisiana, Dr. Reddy's Laboratories completed investments from 2009 to 2011 that created and retained 261 jobs.

## CASE STUDY

Following an initial investment in a 300,000-square-foot pharmaceutical facility in Shreveport, Louisiana, Dr. Reddy's committed to an expansion of the Louisiana facility with the support of the state's customized solutions, including LED FastStart's talent recruitment and training program. In addition to addressing the company's workforce needs, Louisiana Economic Development offered Dr. Reddy's \$2.1 million in Rapid Response Funds to support the company's capital investment of \$16.5 million for the upgrades. Dr. Reddy's also qualified for the Quality Jobs Program, and local officials waived all of the chosen site's permit fees and provided a 2.75 percent rebate of local sales taxes.

## TRADE

The Port of New Orleans recently partnered with India-based Samsara Shipping to establish a dedicated port representative in India. This partnership comes at a time of accelerating trade between India and Louisiana: India is now one of Louisiana's top export markets with over \$451 million in exports in 2014, and Louisiana also imports much from India, with over \$466.3 million

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“The State of Louisiana has been a valuable partner to Dr. Reddy's. ... Louisiana Economic Development and FastStart have been tremendously responsive in customizing programs to meet the organization's specific needs and in enabling the expansion efforts.”

**- AMIT PATEL**  
EXECUTIVE VICE PRESIDENT,  
DR. REDDY'S LABORATORIES (2008-2012)

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in goods imported in 2014. That's a 53 percent increase in imports over 2012.

## CULTURE

Eight of the 10 largest universities in Louisiana have Indian student organizations to provide support for Indian students transitioning to Louisiana and to promote awareness of Indian culture. Furthermore, numerous Indian-themed festivals and organizations, such as the Louisiana Himalaya Association and the India Association of New Orleans, continually work to build cultural bridges between Louisiana and India.

# भारत

लुइसियाना में औषधनिर्माण, सूचना प्रौद्योगिकी और ऊर्जा जैसे विविध क्षेत्रों में परियोजनाएं चल रही हैं, इसलिए भारत इस राज्य की अर्थव्यवस्था में प्रमुख नवेशक बन गया है। लुइसियाना के कुशल कामगार, शिक्षा और विश्वविद्यालय साझेदारी के प्रति राज्य की वचनबद्धता और राज्य की विश्वस्तरीय प्रोत्साहन योजनाओं (इनमें एलईडी फ़ास्टस्टार्ट® और डिजिटल इंटरैक्टिव मीडिया और सॉफ्टवेयर डेवलपमेंट प्रोत्साहन शामिल हैं) की वजह से भारतीय कंपनियों के लिए यू.एस. बाजार में प्रवेश करने के कई आकर्षण मौजूद हैं।

## नवेश की पछिली उपलब्धियाँ

अक्टूबर 2014 में, बेंगलूरू-स्थिति स्टर्क्सिस टेक्नोलॉजीज़ सॉफ्टवेयर सेक्टर को अपने यहाँ लाने में लुइसियाना सफल हुआ जिससे बैटन रोज़ के आसपास राजधानी क्षेत्र में रोज़गार के 450 से ज्यादा अवसर उत्पन्न होंगे। उत्तरपश्चिमी लुइसियाना में डॉ. रेड्डीज़ लैबोरेटरीज ने 2009 से 2011 तक नवेश किया जिससे 261 नौकरियाँ सृजित हुईं और चलती रही।

## केस स्टडी

लुइसियाना के श्रीवपोर्ट स्थिति 300,000 वर्गफुट क्षेत्रफल वाले औषधनिर्माण परिसर में प्रारंभिक नवेश के बाद डॉ. रेड्डीज़ ने राज्य के विशिष्ट रूप से तैयार किए गए समाधानों, जिसमें एलईडी फ़ास्टस्टार्ट की प्रतियाँ की भरती और प्रशिक्षण कार्यक्रम शामिल हैं, की सहायता से लुइसियाना परिसर के विस्तार की प्रतियोगिता जीत ली। लुइसियाना इकनोमिक डेवलपमेंट ने कंपनी की कार्यबल संबंधी ज़रूरतों को पूरा करने के साथ-साथ उन्नतीकरण के लिए 16.5 मिलियन डॉलर के पूंजीगत नवेश को बढ़ाने के मकसद से डॉ. रेड्डीज़ को रेंटल सिंपास फंड में 2.1 मिलियन डॉलर देने की पेशकश की। डॉ. रेड्डीज़ ने क्वालिटी जॉब्स प्रोग्राम के लिए भी अर्हता प्राप्त कर ली है और स्थानीय अधिकारियों ने चयनित कार्यस्थल के परमिट शुल्क सहित सभी शुल्कों से छूट दे दी है, साथ ही स्थानीय बिक्री करों में भी 2.75 प्रतिशत की छूट प्रदान की है।

## व्यापार

भारत में एक समर्पित पोर्ट प्रतनिधि की स्थापना के लिए हाल ही में न्यू ऑरलियन्स ने भारत स्थिति सैमसारा शिपिंग के साथ भागीदारी की है। यह भागीदारी उस समय हुई है जब भारत और लुइसियाना के बीच व्यापार बढ़ाने के उपाय किए जा रहे हैं: भारत अब लुइसियाना के सबसे बड़े निर्यात बाजारों में से एक है जहाँ 2014 में 451 मिलियन डॉलर से अधिक का निर्यात किया गया और लुइसियाना भारत से काफी आयात भी करता है। 2014


“लुइसियाना राज्य डॉ. रेड्डीज़ का महत्वपूर्ण साझेदार रहा है... लुइसियाना इकनोमिक डेवलपमेंट और फ़ास्टस्टार्ट ने संगठन की विशिष्ट आवश्यकताओं और विस्तार के प्रयासों के अनुरूप कार्यक्रम तैयार करने में सराहनीय योगदान दिया है।”

— अमति पटेल,  
कार्यकारी उपाध्यक्ष,  
डॉ. रेड्डीज़ लैबोरेटरीज (2008-2012)

में 466.3 मिलियन डॉलर से अधिक का आयात किया गया। इसमें वर्ष 2012 में किए गए आयात की तुलना में 53 प्रतिशत की बढ़ोतरी हुई है।

## संस्कृति

लुइसियाना आने वाले भारतीय छात्रों की सहायता करने और भारतीय संस्कृति को बढ़ावा देने के लिए लुइसियाना के 10 बड़े विश्वविद्यालयों में से आठ में भारतीय छात्र संगठन काम कर रहे हैं। इसके अलावा, लुइसियाना हमिलय एसोसिएशन और द इंडियन एसोसिएशन ऑफ़ न्यू ऑरलियन्स जैसे कई संगठन भारत के विशिष्ट त्योहारों को आयोजित करने और लुइसियाना तथा भारत के बीच सांस्कृतिक सेतु का निर्माण करने के लिए अनवरत प्रयासरत हैं।



# JAPAN

Louisiana's abundant supply of affordable natural gas and electricity, the state's unrivaled logistics assets, and its internationally known industrial clusters in manufacturing and chemicals represent some of the many reasons why Japan has become a leading investor-nation in Louisiana.

## INVESTMENT TRACK RECORD

Dozens of Japanese companies have invested in Louisiana, and their more than 160 facilities across the state are a testament to the deep economic ties between Japan and Louisiana. Since 2003, Japanese companies have created more jobs in Louisiana than their counterparts from any other nation.

“We at Shintech are very grateful for the understanding and cooperation of the State of Louisiana in many ways. Without it, we would not have been investing as much as \$4.7 billion in the Louisiana facilities. I echo what Gov. Jindal has said. Shintech and the State of Louisiana have built a wonderful relationship. We would like to further strengthen this wonderful relationship.”

- **CHIIRO KANAGAWA**  
CHAIRMAN AND FOUNDER, SHINTECH INC.

## CASE STUDY

Over the past two decades, Shintech and its parent company from Japan, Shin-Etsu Chemical Co. Ltd. Limited, have invested nearly \$5 billion at the company's sites in Louisiana. Shintech, the largest PVC producer in the world, also welcomed a sister company to its site: SE Tylose is completing the first phase of a \$420 million hydroxyethyl cellulose, or HEC, plant at the Shintech site in Iberville Parish. That project will produce HEC for latex paints that will create water-soluble coatings, adjust viscosity, improve adhesiveness and prevent sedimentation of the colorants.

In conjunction with a \$1.4 billion ethylene expansion (announced in April 2015) that will increase plastics production, Shintech will retain 335 existing jobs, create 130 new direct jobs, support 300 contractor positions on site, and induce nearly 1,000 new permanent indirect jobs, along with more than 2,000 construction jobs.

## TRADE

Louisiana's fifth-largest export market, Japan accounted for over \$2.83 billion in exports in 2014. Louisiana ranks No. 1 among all U.S. states in the export of cereals, grains and fruits to Japan. Japan also sends many goods to Louisiana's shores, with Louisiana imports from Japan totalling \$402.8 million in 2014.

## CULTURE

Louisiana's deep business ties to Japan are rivaled only by its cultural links. The state features a number of Japanese language- and culture-focused organizations, such as the Japan Society of New Orleans; The Japanese Weekend School of New Orleans; Japanese horticultural groups, such as Ikebana International, the Greater New Orleans Bonsai Society, and the Japanese Garden Foundation of New Orleans; and the New Orleans Zen Temple.

# 日本

ルイジアナ州の価格競争力のある大量の天然ガス・電力供給、比類ない物流資産、さらに国際的に知られた製造業と化学工業の産業クラスターは、日本がルイジアナ州の主要投資国になった多くの理由のいくつかを説明しています。

## 投資実績

多くの日本企業がルイジアナ州に投資しており、ルイジアナ州全域の160を超える施設が日本とルイジアナ州との間の深い経済関係の証となっています。2003年以降、日本企業は、どの国の企業よりも多くの雇用をルイジアナ州に創出しています。

## ケーススタディー

過去20年にわたって、シンテック社とその日本の親会社である信越化学工業株式会社は、ルイジアナ州の敷地に50億ドル近くを投資しました。世界最大の塩化ビニル樹脂製造会社であるシンテック社は、その敷地に兄弟会社を迎え入れています。SEタイローズ社は、イベルビル・パリッシュにあるシンテック

社の敷地に4億2000万ドルのヒドロキシエチルセルロース（HEC）の第1プラントを完成する予定です。そのプロジェクトでは、水溶性被覆物生成、粘性調整、接着力改善、着色剤の堆積阻止の効果があるラテックス塗料用HECを生産します。

プラスチック生産量を増大させる14億ドルのエチレン設備増設（2015年4月に発表）に伴い、シンテック社は、335名の既存雇用を維持し、130名の新規直接雇用を生み出し、現場での300名の請負業者の職を支えるとともに、2,000名以上の建築関係の雇用に加え、1,000名近くの新しい長期間接雇用をもたらしています。

## 貿易

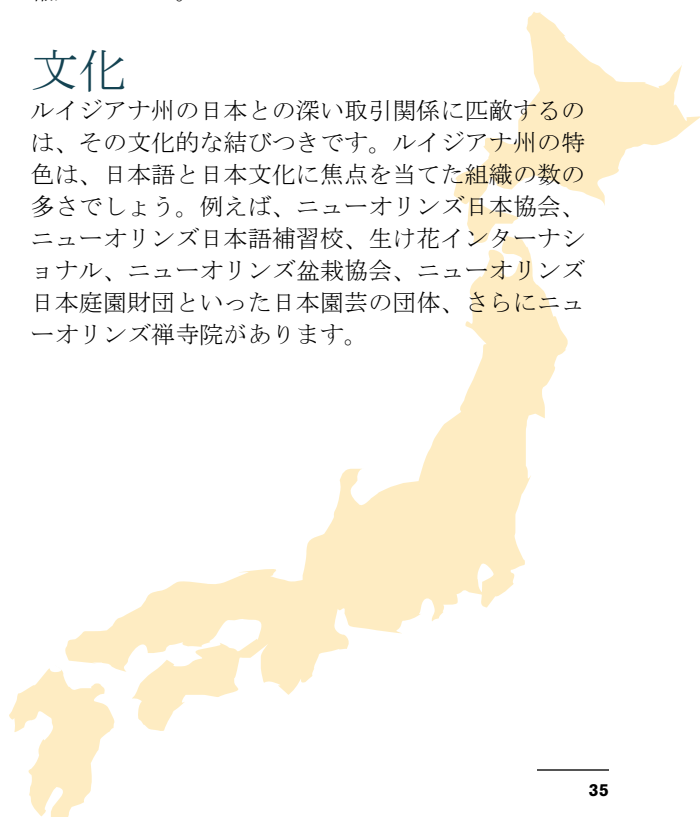
ルイジアナ州の5番目に大きい輸出市場である日本は、2014年の輸出のうち、28億3000万ドル超を占めています。ルイジアナ州は、日本へのシリアル、穀物および果物の輸出で全米第1位の州です。日本もルイジアナ州に多くの商品を輸出しており、ルイジアナ州は、2014年に合計4億280万ドル相当を日本から輸入しました。

## 文化

ルイジアナ州の日本との深い取引関係に匹敵するのは、その文化的な結びつきです。ルイジアナ州の特色は、日本語と日本文化に焦点を当てた組織の数の多さでしょう。例えば、ニューオリンズ日本協会、ニューオリンズ日本語補習校、生け花インターナショナル、ニューオリンズ盆栽協会、ニューオリンズ日本庭園財団といった日本園芸の団体、さらにニューオリンズ禅寺院があります。

「シンテック社は、様々な面でのルイジアナ州の理解と協力に大変感謝しています。それがなければ、当社は、ルイジアナ州の施設に47億ドルもの金額を投資しなかったでしょう。ジンダル知事の言葉を繰り返します。シンテック社とルイジアナ州は、素晴らしい関係を築いてきました。当社は、この素晴らしい関係をさらに強化したいと考えています。」

— シンテック社会長兼創設者、  
金川千尋





The background of the page is a faded Mexican flag, showing the green, white, and red vertical stripes and the national coat of arms in the center.

# MEXICO

From Alfa to Zagis, Mexican companies have found a perfect fit in Louisiana's natural assets and strategic location. As a result, Mexican companies operate more than 100 facilities in Louisiana and have accounted for millions in capital expenditures, hundreds of jobs, and stronger trade and cultural links between the two places.

## CASE STUDY

In December 2013, Zagis-affiliated Gulf Coast Spinning announced the company will make a \$130 million capital investment to build a cotton spinning facility in Louisiana. The project will create 307 new direct jobs and result in an estimated 722 new indirect jobs. Gulf Coast Spinning is a new venture and follows the 2009 opening of a related Zagis USA spinning facility employing 79 people. Including the new facility, the two mills will represent a combined capital investment of approximately \$150 million. Gulf Coast Spinning expects to utilize Louisiana's port complex — the largest in the world — to ship the majority of its cotton yarn overseas in a similar fashion to that of Zagis USA, where 85 percent of the spun yarn is exported.

## TRADE

Trade is a critical link between Mexico and Louisiana. Mexico is Louisiana's second-largest trading partner, accounting for over \$10.6 billion in commerce in 2014 alone. Louisiana exports account for the bulk of this total — over \$7.32 billion in 2014 — making Mexico the state's second-largest export destination. Louisiana is No. 1 in the U.S. in exports to Mexico of cereals, No. 2 in mineral fuels and No. 2 in fruits and grains. Louisiana exports to Mexico have increased by 163 percent since 2010. But Mexico is also Louisiana's fifth-largest source of imports, accounting for \$3.29 billion in 2014 — with a large part of that total in mineral fuels imports, in which Louisiana ranks No. 2 in the U.S.

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“The continued investment in Louisiana represents our belief that this state has the critical infrastructure, energy and workforce advantages that will allow us to grow and prosper in the future.”

- DAN FEIBUS  
CEO, GULF COAST SPINNING CO. LLC

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## CULTURE

Louisiana's connections to Mexico and Latin America are varied. For this reason, Mexico maintains a consulate in New Orleans. Numerous higher education institutions in Louisiana offer academic programs at Mexican universities, including ITAM, Universidad de Monterrey, ITESM, Universidad La Salle, ITESO, UPAEP, and the Universidad Regiomontana. Furthermore, many Hispanic business and social support organizations have a presence in Louisiana, including the Hispanic Chamber of Commerce of Louisiana, Puentes New Orleans, and the Hispanic Business and Leadership Institute at Southeastern Louisiana University.

# MÉXICO

Desde Alfa hasta Zagis, las compañías mexicanas han encontrado en Louisiana el lugar ideal, con recursos naturales y ubicación estratégica. Como resultado de ello, dichas empresas operan más de 100 centros aquí y han realizado inversiones de millones de dólares, creando cientos de empleos, y han establecido lazos comerciales y culturales muy sólidos entre ambos sitios.

## CASO DE ESTUDIO

En diciembre de 2013, la filial de Zagis, Gulf Coast Spinning anunció que la compañía efectuará una inversión de capital por un valor de \$130 millones para construir una planta de hilado de algodón en Louisiana. El proyecto creará 307 nuevos empleos directos y se estima que dé como resultado la creación de 722 nuevos empleos indirectos. Gulf Coast Spinning, es una nueva empresa y sigue a la apertura en 2009 de una planta de hilado relacionada de Zagis USA que da empleo a 79 personas. Incluyendo la nueva planta, las dos fábricas, representarán una inversión de capital conjunta de cerca de \$150 millones. Gulf Coast Spinning espera utilizar el complejo portuario de Louisiana –el mayor del mundo– para transportar la mayoría de su hilo de algodón al extranjero, de forma similar a Zagis USA, que exporta el 85 por ciento del hilo de algodón.

## COMERCIO

El comercio representa un vínculo crucial entre México y Louisiana. México es el segundo mayor socio comercial de Louisiana; con más de \$10,600 millones en operaciones comerciales en 2014. Las exportaciones de Louisiana a México representaron \$7,320 millones en ese mismo periodo, lo cual hace a México el segundo mayor mercado de exportación. Louisiana es No. 1 en los EE.UU. en exportaciones a México de cereales, No. 2 en combustibles minerales y No. 2 en frutas y granos. Las exportaciones de Louisiana a México han aumentado un 163 por ciento desde 2010. Asimismo, México es el quinto proveedor de Louisiana en cuanto a importaciones, con un total de \$3,290 millones en 2014; una gran parte del total lo representan las importaciones de combustibles minerales, en las que Louisiana ocupa el No. 2 en los EE.UU.

“La inversión continua en Louisiana representa nuestra opinión de que este estado tiene ventajas cruciales en materia de infraestructura, energía y fuerza laboral que nos permitirán crecer y prosperar en el futuro”.

— DAN FEIBUS

DIRECTOR EJECUTIVO, GULF COAST SPINNING CO. LLC

## CULTURA

Las conexiones de Louisiana con México y Latinoamérica son variadas. Por esta razón, México mantiene un consultado en Nueva Orleans. Numerosas instituciones de educación superior en Louisiana ofrecen programas académicos en universidades mexicanas, incluyendo ITAM, Universidad de Monterrey, ITESM, Universidad La Salle, ITESO, UPAEP, y la Universidad Regiomontana. Asimismo, muchas organizaciones empresariales y de apoyo social hispanas tienen presencia en Louisiana, incluyendo la Cámara de Comercio Hispana de Louisiana, Puentes New Orleans, y el Hispanic Business and Leadership Institute en Southeastern Louisiana University.



# SOUTH KOREA

South Korea is emerging as an important partner for Louisiana. In January 2014, after pinpointing South Korea as a country of vital economic interest, Louisiana officials visited the country to cultivate more foreign direct investment and increased trade. To further demonstrate this commitment, Louisiana Economic Development has established two representatives in Seoul who are dedicated to assisting South Korean companies in their U.S. expansion plans.

## CASE STUDY

In November 2012, Smoothie King announced the corporate headquarters expansion of Smoothie King Franchises Inc., and a commitment by the company to retain its headquarters in the New Orleans area. After the July 2012 purchase of the company by a group led by Wan Kim (with backing from Standard Chartered Private Equity and the National Pension Service of the Republic of Korea), Smoothie King considered moving out of state, but elected to remain in the New Orleans area after

negotiating an incentive package with the state. While retaining 45 jobs, the expansion created 60 new corporate headquarters jobs at an average salary of \$75,000, plus benefits.

## TRADE

South Korea is Louisiana's No. 3 export market in Asia, with \$1.25 billion in Louisiana exports there in 2014. Louisiana products — especially foodstuffs — are in high demand in South Korea. Louisiana ranks No. 1 among U.S. states in exports to South Korea of grains and fruits; No. 1 in animal feed; No. 2 in organic chemicals; and No. 3 in cereals. Imports from South Korea are also important to Louisiana. The state imported \$686.7 million worth of goods from Korea in 2014, an increase of 31 percent since 2012. Organic chemicals also have played a key role in imports, making Louisiana No. 2 among U.S. states in the value of imports from Korea. South Korean firms shipping through Louisiana ports include:

- GS Global Corp.
- Husteel
- SeAH Steel Corp.
- Korea Zinc Co. Ltd.
- Pantos Logistics
- Posco Steel Service & Sales
- SeAH Besteel Corp.
- SMC
- Dae Jin Steel
- Daewoo Corp.
- Hyosung International
- Samsung C&T Corp.

“Smoothie King is a company with well over 20 years of aggressive growth ahead of it, both in the U.S. and globally. We are making a long-term commitment to realize this potential.”

- WAN KIM  
CEO, SMOOTHIE KING

## 한국 (한국어)

한국은 루이지애나주에 있어 중요한 파트너로 떠오르고 있습니다. 루이지애나주는 경제적 이익에 있어 한국을 주목해야 할 국가로 규정했으며, 이는 2014년 1월의 루이지애나 주 정부 관계자들의 방한으로 이어졌습니다. 이는 한국기업의 루이지애나주 진출 확대 및 양자간 교역 증진 촉진을 목적으로 하였습니다. 또한, 이를 구체화하기 위해 루이지애나주 주정부 기관인 경제개발청(Louisiana Economic Development)은 한국 기업의 루이지애나주 진출에 대한 지원을 담당할 인력 2명을 서울에 상주시키고 있습니다.

## 사례 연구

2012년 11월, 스무디킹(Smoothie King)은 Smoothie King Franchises Inc.의 본사확장과 뉴올리언스 본사를 계속 유지하겠다는 뜻을 밝혔습니다. 이는 루이지애나주 주정부 차원의 전방위적인 지원 및 혜택 제공을 통해 달성될 수 있었습니다. 즉, 스무디킹의 김성완 대표 (당시 스무디즈 코리아 지사장)는 2012년 7월, 영국계 금융기업 스탠다드차타드의 투자사업 부문인 스탠다드 차타드 프라이빗 에퀴티(Standard Chartered Private Equity)와 한국의 국민연금공단의 지원 하에 스무디킹을 인수하였으며, 이후 루이지애나주 이외의 지역으로의 본사 이전을 고려했으나 루이지애나주와의 인센티브 패키지 협상 끝에 뉴올리언스에 계속 남기로 결정했습니다. 이러한 사업확장을 통해 기존의 45개의 일자리를 유지하는 한편, 연평균 75,000달러의 급여가 지급되는 60개의 일자리를 창출하였습니다.

“Smoothie King 은 미국과 전세계에서 20년을 충분히 넘겨 공격적인 성장을 거듭할 기업입니다. 우리는 이 가능성을 실현할 장기적인 계획을 수립하고 있습니다.”

— 스무디킹 대표 김성완

## 교역

아시아 지역에서 한국은 루이지애나주의 3대 수출시장이며 2014년 아시아 지역으로의 루이지애나주 수출은 12억5천만 달러를 기록했습니다. 한국에서는 특히 식료품과 같은 루이지애나주의 상품에 대한 수요가 매우 높습니다. 루이지애나주의 대(對)한국 곡식 및 과일 수출이 미국 내 1위를 차지했으며, 동물사료 1위, 유기화학제품 2위, 곡물 3위를 기록했습니다. 루이지애나주에게는 한국으로부터의 수입 또한 중요합니다. 2014년 한국으로부터의 상품수입 규모가 6억8670만 달러를 기록하며 2012년 이래 31%의 증가세를 보이고 있습니다. 한국으로부터의 수입금액기준으로도 미국 내 2위를 차지하는 등 유기화학제품 또한 수입에 있어 매우 중요한 역할을 담당하고 있습니다. 루이지애나 주의 항만을 통해 상품을 운송하는 한국기업은 다음과 같습니다.

- GS 글로벌
- 휴스틸
- 세아제강
- 고려아연
- 범한판토스
- 포스코 P&S
- 세아베스틸
- SMC
- 대진철강
- 대우(주)
- 효성인터내셔널
- 삼성물산



# UNITED KINGDOM

Economic partnerships with the U.K. are a top priority for Louisiana. With a significant record of cross-border investment, growing trade, recent missions to the U.K. by high-level Louisiana government officials, and Louisiana's establishment of new trade representatives in the U.K., Louisiana and the United Kingdom are poised for even stronger cross-Atlantic ties in the 21st century.

## INVESTMENT TRACK RECORD

Louisiana's commerce with the United Kingdom is broad and deep, with a history spanning three centuries. More than 90 U.K. companies have invested over \$1.4 billion in Louisiana and employ more than 2,200 Louisianans. The U.K. footprint across the state includes more than 423 facilities, from the northernmost reaches of Louisiana to the Gulf of Mexico. Among all investor nations, the U.K. ranks No.1 for the number of facilities and No. 4 for the number of jobs created.

British companies have invested in a wide range of industries in the state, and they are especially well represented in Louisiana's energy sector, in both traditional and renewable energy. In March 2015, Hunting Energy Services announced the company is completing a \$62 million industrial expansion of its facilities in Louisiana. The investment comes on top of Hunting's \$19.6 million investment in 2013.

## CASE STUDY

In December 2012, Drax Biomass announced plans to build a wood pellet production facility in Bastrop and a storage-and-shipping facility at the Port of Greater Baton Rouge. Drax will ship wood pellets formed in Morehouse Parish to its U.K. energy facilities for use in generating renewable power. The project will create 63 direct jobs, and Louisiana Economic Development estimates it will result in an additional 143 new indirect jobs. The

“This is an exciting step for us. With Louisiana's support, we are looking forward to moving these projects through development. ... Drax Biomass is focused on building and operating clean, safe manufacturing facilities that will support local economies, create long-term jobs and interface with regional forest industries.”

**-CHUCK DAVIS**

CEO, DRAX BIOMASS INTERNATIONAL

Drax Biomass project generated 250 construction jobs at the peak of the yearlong building phase.

## TRADE

The U.K. ranks as one of Louisiana's top export markets, with Louisiana exporting over \$1.25 billion in goods there in 2014. Louisiana ranks No. 1 among U.S. states in U.K. exports of grains, seeds and fruits; No. 2 in mineral fuels; and No. 3 in organic chemicals. The U.K. also sends much cargo in the opposite direction, with Louisiana imports from the U.K. accounting for more than \$743 million in goods during 2014. **EQ**



# LOUISIANA INCENTIVE SNAPSHOT

## ECONOMIC INCENTIVES FOR BUSINESSES OF ALL SIZES

### ► COMPETITIVE PROJECTS PAYROLL INCENTIVE

Provides a payroll rebate of up to 15% in target sectors for up to 10 years and either a 4% sales/use tax rebate on capital expenditures or a facility expense rebate equal to 1.2% of capital expenditures, excluding tax-exempted items

### ► COMPETITIVE PROJECTS TAX EXEMPTION

Provides a 10-year property tax abatement in selected parishes on qualifying capital investments of at least \$25 million in targeted non-manufacturing industry sectors. The abatement is for the ad valorem taxes in excess of \$10 million or 10% of the fair market value of the property, whichever is greater

### ► CORPORATE HEADQUARTERS RELOCATION PROGRAM

Provides a rebate of up to 25% of facilities and relocation costs, to be claimed in equal parts over five years

### ► CORPORATE TAX APPORTIONMENT PROGRAM

Provides single-sales factor apportionment to highly competitive projects in order to secure jobs and business investment in target industry sectors

### ► DIGITAL INTERACTIVE MEDIA AND SOFTWARE DEVELOPMENT INCENTIVE

Provides up to a 35% refundable tax credit for Louisiana resident labor expenditures and up to a 25% refundable tax credit on qualified production expenditures

### ► ENTERPRISE ZONE PROGRAM

Provides a one-time \$2,500 tax credit per certified net new permanent, full-time job and either a 4% sales/use tax rebate on qualifying expenses or an investment tax credit equal to 1.5% of capital expenditures, excluding tax-exempted items

### ► INDUSTRIAL TAX EXEMPTION

Provides a 100% property tax abatement for up to 10 years on manufacturer's qualifying capital investments

### ► LED FASTSTART®

Provides workforce recruitment, screening and training to eligible new and expanding Louisiana companies at no cost

### ► MOTION PICTURE INVESTOR TAX CREDIT

Provides a tax credit of up to 30% on qualified production expenditures and an additional 10% tax credit for Louisiana resident labor expenditures

### ► MUSICAL AND THEATRICAL PRODUCTION TAX INCENTIVE

Provides a tax credit of 18% for musical and theatrical productions and state certified higher education infrastructure projects; additional credits are available for employing Louisiana residents and students in conjunction with state certified musical and theatrical productions

### ► QUALITY JOBS

Provides a rebate of up to 6% on annual gross payroll expenses for up to 10 years and either a 4% sales/use tax rebate on capital expenditures or an investment tax credit equal to 1.5% of capital expenditures, excluding tax-exempted items

### ► RESEARCH AND DEVELOPMENT TAX CREDIT

Provides up to a 40% tax credit for Louisiana businesses (based on employment) that conduct research and development activities in Louisiana

### ► RESTORATION TAX ABATEMENT

Provides 100% abatement for up to 10 years for the rehabilitation of an existing structure based on assessed valuation of property prior to beginning of improvements

### ► SOUND RECORDING INVESTOR TAX CREDIT

Provides an 18% tax credit issued as a rebate on qualified expenditures for sound recording productions

### ► TECHNOLOGY COMMERCIALIZATION CREDIT AND JOBS PROGRAM

Provides a refundable tax credit of 28.8% for individuals or businesses that invest in the commercialization of Louisiana technology and a payroll rebate of 4.32% for the creation of new direct jobs

## SPECIAL INCENTIVES FOR SMALL BUSINESSES

### ► ANGEL INVESTOR TAX CREDIT

Provides a tax credit of up to 25.2% for individual investors when they invest in early-stage, wealth-creating businesses

### ► ECONOMIC GARDENING INITIATIVE

Provides Louisiana-based small businesses with accelerated technical assistance and research from an experienced national economic gardening team

### ► SMALL BUSINESS LOAN PROGRAM

Provides up to 75% loan guarantees to facilitate capital accessibility

### ► VETERAN INITIATIVE

Provides veteran-owned and disabled, service-oriented, small businesses with greater potential for access to state procurement and public contract opportunities

For more information on Louisiana's incentives visit [OpportunityLouisiana.com](https://OpportunityLouisiana.com).



# Regions & Partners

REGION	REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION	REGIONAL HUB
1. BAYOU	South Louisiana Economic Council	Houma/Thibodaux
2. SOUTHEAST	Greater New Orleans Inc.	New Orleans
3. CAPITAL	Baton Rouge Area Chamber	Baton Rouge
4. ACADIANA	Acadiana Economic Development Council	Lafayette
5. SOUTHWEST	Southwest Louisiana Economic Development Alliance	Lake Charles
6. CENTRAL	Central Louisiana Economic Development Alliance	Alexandria
7. NORTHEAST	Northeast Louisiana Economic Alliance	Monroe
8. NORTHWEST	North Louisiana Economic Partnership	Shreveport/Bossier

Louisiana has an extensive network of economic development organizations and allies dedicated to helping our communities attract, grow and maintain business in our state.

1. Bayou Region

- Assumption Chamber of Commerce
- Chamber of Lafourche and the Bayou Region
- Houma-Terrebonne Chamber of Commerce
- Lafourche Parish Economic Development
- South Central Industrial Association
- St. Mary Chamber of Commerce
- St. Mary Economic Development
- St. Mary Industrial Group
- Terrebonne Economic Development Authority
- Thibodaux Chamber of Commerce

2. Southeast Region

- Jefferson Parish Economic Development Commission
- New Orleans Business Alliance
- Plaquemines Association of Business & Industry
- St. Bernard Parish Economic Development Foundation
- St. Charles Parish Department of Economic Development & Tourism
- St. James Parish Department of Economic Development
- St. John the Baptist Parish Department of Economic Development
- St. Tammany Economic Development Foundation
- Tangipahoa Economic Development Foundation
- Washington Economic Development Foundation

3. Capital Region

- Ascension Economic Development Corporation
- City of Baton Rouge/ East Baton Rouge Parish
- East Feliciana Parish Economic Development
- Greater Pointe Coupee Chamber of Commerce
- Iberville Chamber of Commerce
- Livingston Economic Development Council
- St. Helena Parish Economic Development Committee
- West Baton Rouge Chamber of Commerce
- West Feliciana Parish Community Development Foundation

4. Acadiana Region

- Crowley Chamber of Commerce
- Evangeline Parish Industrial Board
- Iberia Industrial Development Foundation
- Lafayette Economic Development Authority
- St. Landry Parish Economic Industrial Development District
- St. Martin Economic Development Authority
- Vermilion Chamber of Commerce

5. Southwest Region

- Calcasieu Parish Planning and Development
- Chennault International Airport Authority
- City of Lake Charles Planning and Economic Development Department
- DeQuincy Chamber of Commerce
- DeQuincy Economic Commission
- Greater Beauregard Chamber of Commerce
- Jeff Davis Business Alliance
- Jeff Davis Parish Office of Economic Development
- Jennings Main Street
- Kinder Louisiana Chamber of Commerce
- Lake Charles Downtown Development Authority
- Lake Charles Regional Airport
- Oakdale Area Chamber of Commerce
- Sulphur Industrial Development Board
- The Chamber/SWLA
- The Port of Lake Charles
- West Calcasieu Port, Harbor and Terminal District

6. Central Region

- Alexandria Central Economic Development District
- Alexandria/Pineville Convention and Visitors Bureau
- Alexandria Regional Port Authority
- Avoyelles Parish Port Commission
- Central Louisiana Business Incubator
- Central Louisiana Chamber of Commerce
- Concordia Economic & Industrial Development Board
- Concordia Parish Chamber of Commerce
- England Economic and Industrial Development District
- Greater Alexandria Economic Development Authority
- Greater Vernon Chamber of Commerce
- LaSalle Economic Development District
- North Rapides Business and Industry Alliance
- O.U.T.S.: Olla, Urania, Tullos, Standard Economic Development Board
- Pineville Downtown Development District
- The Rapides Foundation
- Winn Economic and Industrial District

7. Northeast Region

- Bernice Industrial Development Corporation
- Caldwell Parish Industrial Development Board
- Franklin Economic Development Foundation
- Jackson Parish Chamber of Commerce
- Jackson Parish Economic Development
- LA Delta 65 Inc.
- Lake Providence Port Commission
- Monroe Chamber of Commerce

- Morehouse Economic Development Commission
- Rayville Economic Development
- Tensas Revitalization Alliance
- Union Parish Chamber of Commerce
- West Carroll Parish Chamber of Commerce
- West Monroe-West Ouachita Chamber of Commerce

8. Northwest Region

- Arcadia/Bienville Parish Chamber of Commerce
- Bossier Chamber of Commerce
- Caddo-Bossier Port Commission
- City of Natchitoches Economic Development Commission
- Claiborne Chamber of Commerce
- DeSoto Parish Chamber of Commerce
- Greater Bossier Economic Development Foundation
- Greater Shreveport Chamber of Commerce
- Minden-South Webster Chamber of Commerce
- Natchitoches Area Chamber of Commerce
- North Webster Chamber of Commerce
- Red River Parish Chamber of Commerce
- Ruston-Lincoln Chamber of Commerce
- Sabine Parish Chamber of Commerce

In addition to working with these organizations, LED regularly works with municipalities, parishes, police juries and utilities on economic development initiatives.

- Statewide partners include:
- American Electric Power/Southwestern Electric Power Company
  - Association of Louisiana Electric Cooperatives
  - Center for Lean Excellence
  - Cleco Corp.
  - Entergy Louisiana Economic Development
  - Louisiana Association of Planning and Development Districts
  - Louisiana Business Incubation Association
  - Louisiana Industrial Development Executives Association
  - Louisiana Municipal Association
  - Louisiana Public Facilities Authority
  - Louisiana Small Business Development Center Network
  - Manufacturing Extension Partnership of Louisiana
  - Police Jury Association of Louisiana
  - Ports Association of Louisiana
  - Procurement Technical Assistance Center





**In 2014, the U.S. Chamber of Commerce named Louisiana the No. 1 export state in the nation along with a No. 1 rank in export growth and No. 2 for income growth per capita.**

Driven by a national leadership in exports, a strong energy sector and an investment in creating a diverse economic base, Louisiana is quickly becoming a national leader for international trade and growing business.